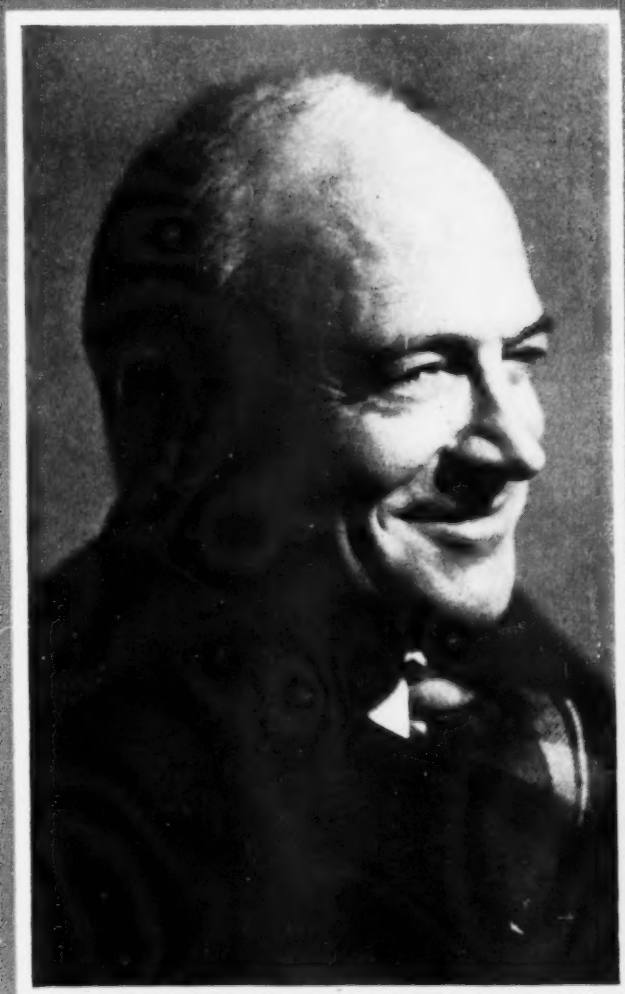


Sales MANAGEMENT



DON WELDING: Can You "Breed" Ideas? (P. 48)

DEMONSTRATE TO SELL!

SEE PAGE 37

TWENTY-FIVE CENTS



JULY 1, 1947



What they're spending ain't peanuts in REDBOOK, Virginia

\$111,000,000 income, after taxes, certainly isn't peanuts or hay either. But you can't expect to get your share of that spendable income in Redbook, Virginia if they don't read about your brand in Redbook consistently.

If you have any trouble "placing" these readers, just keep in mind that they're human beings who find food habit-forming. They buy \$15,000,000

worth of it every twelve months. And Virginia drug stores take over \$2,800,000 from Redbook readers each year.

\$79 a page, pro-rata, is certainly a bargain rate at which to register your brand with the avid buyers in this \$111,000,000 market. You're overlooking a real bet if your next list doesn't include Redbook.

YOUTH IS THE ANSWER

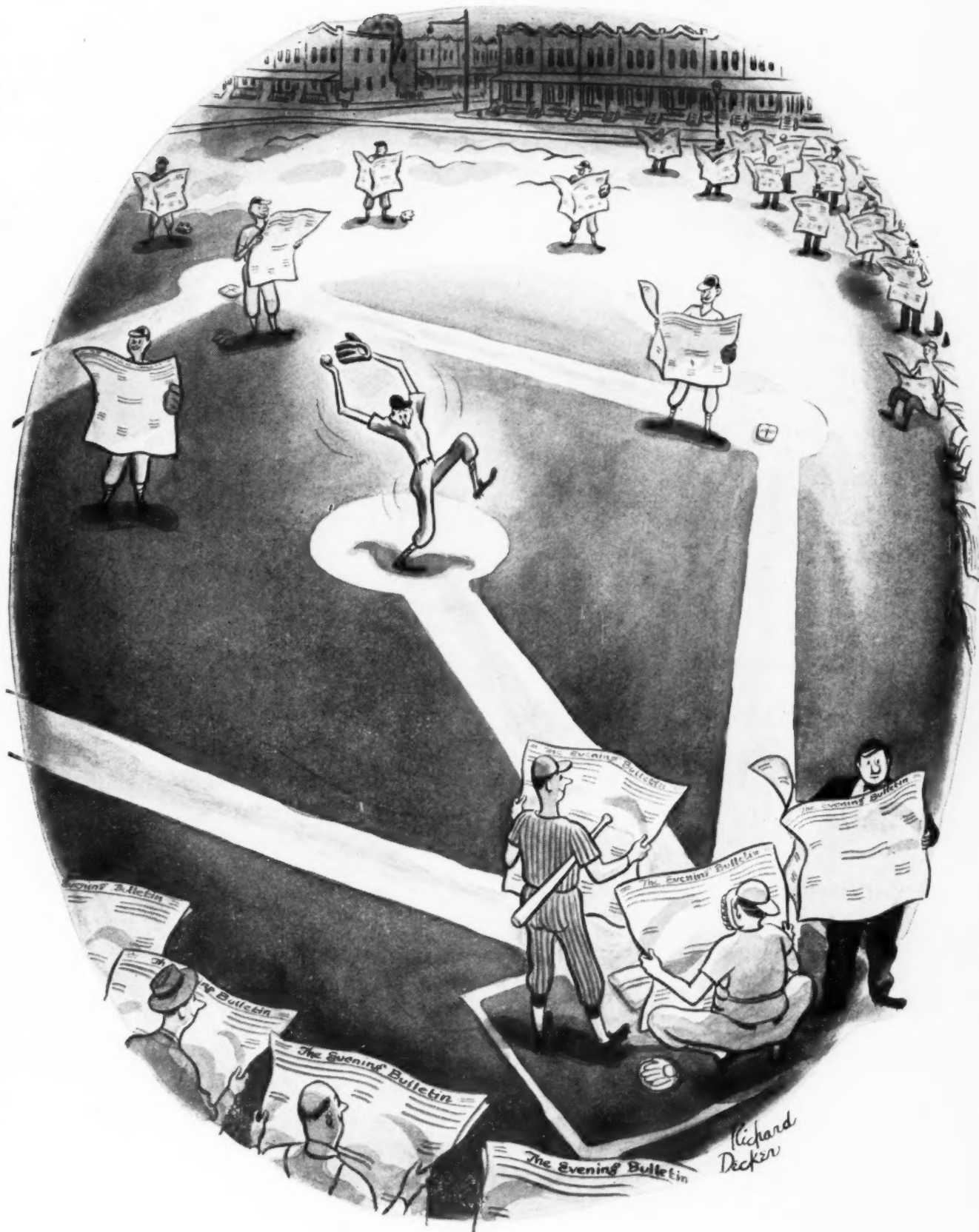
You can't beat the under-35 group as a sales potential. More than 50% of all Redbook families are in that group. When they want a product they see advertised in Redbook, nothing stops them until they own it. And when they want Redbook, they find the \$4,500,000 a year to pay for it.

These people will solve a lot of sales problems.

HIT 'EM WHERE THEY LIVE. IN REDBOOK, U.S.A.!

Send for the Redbook State-by-State analysis of family buying power. Write or phone Redbook, 444 Madison Avenue, New York 22, New York.





In Philadelphia—nearly everybody reads The Bulletin

The Sunday Bulletin — first issue
published February 9, 1947

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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BIG MONEY flows into MAIN STREET

Main Street merchants are doing a land-office business these days. It seems that every farmer has a pocketful of money and a long list of things he wants. And while the rest of the country is wary of prices, the farmer merely smiles and says, "I need it. Here's the cash." His bank balance is several times greater than ever. He's installing the latest and best machinery for the farm in order to cut production costs. He is replacing worn out cars for the family and buying attractive clothes for his wife. ("Why not?" she says, "We get a fair profit now on hogs instead of losing money.") Farm families are going to town.

The towns they go to are Main Street communities—centers of supply for millions of farm

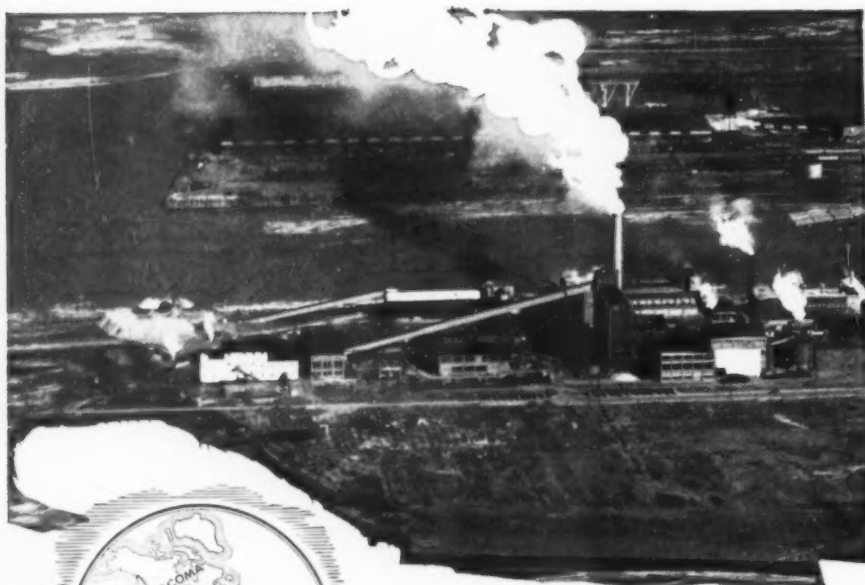
customers, and where more than half the nation shops. It's in these places of less than 25,000 population that **PATHFINDER** Magazine reaches a million influential homes including, in large proportion, those of merchants, dealers, business leaders. No other family news magazine knows the gigantic Main Street market so well. None is so firmly accepted there. Your sales messages will be read . . . in **PATHFINDER**—and acted upon . . . on thousands of Main Streets in America.

THE FAMILY NEWS MAGAZINE THAT INFLUENCES MAIN STREET, U. S. A.

More than 1,000,000 circulation

GRAHAM PATTERSON, Publisher
Washington Square, Philadelphia, 5, Pa.





The Kraft Pulp Division, St. Regis Paper company, is one of Tacoma's largest payroll builders. The plant manufactures high-grade bleached, semi-bleached and unbleached kraft pulp, sold to the domestic and foreign trade under the brand name "Tacoma". St. Regis is now enlarging its Tacoma facilities with a new wood preparation plant, a paper mill and a bag factory—an expansion program in excess of \$8,000,000.

THERE ARE two basic facts to remember about the Tacoma-Pierce County market. First: remember that here, in this compact, metropolitan area, is Washington State's second largest market—second in population, retail sales, buying income, industrial payroll. Second: remember that Tacoma can be effectively covered **ONLY** by the leading Tacoma daily. The figures at right show why! Make the Tacoma News Tribune a "must" on every Washington State schedule

—for unless you're in the "Trib" you aren't doing a thorough job in the growing, dynamic Puget Sound country.

THE TACOMA NEWS TRIBUNE COVERAGE IS 78%

Second Tacoma Paper 54%
Seattle Morning Paper 10%
Seattle 1st Evening Paper 4%

The TACOMA News Tribune

Now Delivering More Than 60,000 Daily!

No. 4 of a Continuing Series

Just Off the Press!
Complete Data on
TACOMA
Washington's 2nd
Market

Send for Free Copy



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July 1, 1947

Volume 59

No. 1



SALES MANAGEMENT

Do You Understand Statistics?

OR WOULD YOU RATHER LEARN ABOUT WASHINGTON, D. C. NEWSPAPER READERS IN TERMS OF PEOPLE?



Whatever your preference, the story of the newspaper reading habits of the people of the Washington, D. C. trading area is an important one for national and local advertisers.

The highly literate, newspaper reading Capital supports four daily and three Sunday newspapers. That you can reach any sizable portion of a "4-paper town" with one newspaper — The Star — is only one of the many important facts revealed in the Washington, D. C. Newspaper Reader Survey. This Survey, financed by all four Washington newspapers, and impartially conducted by the Elmo Roper organization, was sponsored by the American Association of Advertising Agencies. By means of personal interview, and in accordance with the finest known methods of sampling, Washington reader habits have been clearly defined.

For details of the Washington, D. C. Newspaper Reader Survey write The Washington Evening Star, Washington 4, D. C., or the offices of its representatives shown below.

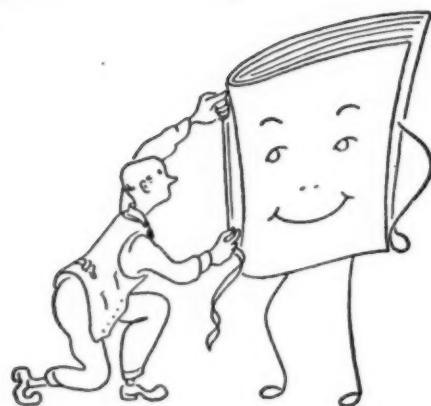
DAN A. CARROLL
110 East 42nd St., New York 17, N. Y.

THE JOHN E. LUTZ COMPANY
Tribune Tower, Chicago 11, Illinois

The Evening Star

WITH SUNDAY MORNING EDITION
WASHINGTON 4, D. C.

What are 5th covers made of?



The 5th Cover is a wonderful invention for magazine advertisers.

You take America's favorite shopping medium—the Sunday newspaper. You wrap it around a national magazine such as **THIS WEEK**. And presto! your magazine campaign in **THIS WEEK** has an “extra ingredient”—the impact, the sales action, and dealer influence of the local newspaper.

Simple, isn't it?

Except that there's one hitch to it. You can't do that with just *any* Sunday newspapers. For this 5th Cover is only as strong as the newspapers it's made of.



That's why these advertisements always carry, as Exhibit A, a list of **THIS WEEK'S** 24 member newspapers.

This is the strongest group of independent papers ever put together. Compare it with a list you'd make up for yourself, if you wanted a hard-hitting newspaper campaign.

Here are the markets you'd want to

bear down on. The 24 key markets that ring up as many retail sales as all the rest of the nation combined.

Here are the newspapers you'd pick first in these markets. Last year, national advertisers gave them 29.4% more lineage than their highest competitors.

Here are the newspapers your dealers believe in, and use themselves. Last year these papers ran 23.3% more retail lineage than their highest competitors.

And finally, here are the newspapers where a healthy hunk of America does its shopping each Sunday. These 24 great papers alone cover every 4th family in the nation—well over 8½ million homes.



Yes, there are other “newspaper magazines” that offer you a 5th Cover, too. But take a good look at what each of these 5th Covers is made of.

That makes a whale of a difference in the sales job it can do for you.

THIS WEEK

OVER 8½ MILLION CIRCULATION

Magazine

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal

The Baltimore Sunday Sun

The Birmingham News

The Boston Herald

The Chicago Daily News*

The Cincinnati Enquirer

Cleveland Plain Dealer

The Dallas Morning News

Des Moines Sunday Register

The Detroit News

The Indianapolis Star

Los Angeles Times

The Memphis Commercial Appeal

The Milwaukee Journal

Minneapolis Sunday Tribune

New York Herald Tribune

The Philadelphia Sunday Bulletin

The Pittsburgh Press

Portland Oregon Journal

Rochester Democrat & Chronicle

St. Louis Globe-Democrat

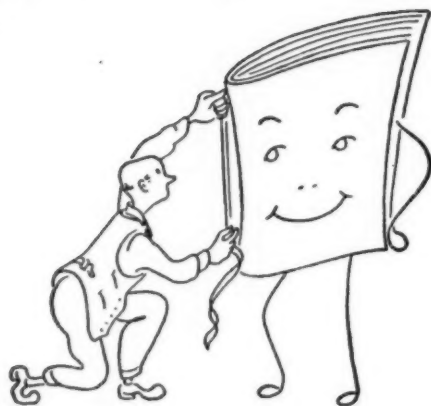
San Francisco Chronicle

The Spokane Spokesman-Review

The Washington Sunday Star

*Saturday Edition

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The Detroit News

The Indianapolis Star

Los Angeles Times

The Memphis Commercial Appeal

The Milwaukee Journal

Minneapolis Sunday Tribune

New York Herald Tribune

The Philadelphia Sunday Bulletin

The Pittsburgh Press

Portland Oregon Journal

Rochester Democrat & Chronicle

St. Louis Globe-Democrat

San Francisco Chronicle

The Spokane Spokesman-Review

The Washington Sunday Star

*Saturday Edition

The Human Side

HOW TO GET YOUR SHARE

Being a mere man you have, no doubt, waged a daily battle to insinuate your old grey flannel into the connubial closet. (It started out being your—remember? Then the Little Woman needed “a little space to hang a few hats.”) If you're like us you make numerous resolutions to have four closets in every bedroom when you build again. Truth is, modern houses don't have enough closets. And the ones that do have aren't well arranged—the Little Woman could tell you *that*. It should cheer you therefore, to learn that a Mr. and Mrs. of our

acquaintance are doing something constructive about the situation. They're Mr. and Mrs. Sherle Wagner of New York City, and they work as a team to bring order out of chaos.

The Wagners have dedicated themselves to the proposition that all closets are not born equal—but given a square deal yours can be as beautiful and as utilitarian as one by Mr. Raymond Loewy. Wagner closets are handsome and functional because of correct accessories. There's a place in them for everything and everything is in its place.

The only way to approach a closet is scientifically. If you listen to them there is no need to approach one in an umpire's mask. Most of us, they add, don't come anywhere near making proper use of the storage space we have. They are also firm believers that a closet should harmonize with the room it adjoins. In fact it should be so attractive that there's no point in worrying whether the closet door is open or closed!

Now let's take a look at a typical Wagner closet. The walls may be hung in quilted material. (This deadens noises, adds a touch of the elegant.) The shelves are a far-cry from those in your closet—these are U-shaped, rendering them more serviceable. U-shaped shelves have greater area and better accessibility. Then there are two poles for hangers, one high up and a lower one. (Hangers on the high pole are taken down by a smart looking broomstick affair.) The Wagners, who think of everything, have also designed all sorts of door-devices—bars for holding handbags, places for shoes, etc.

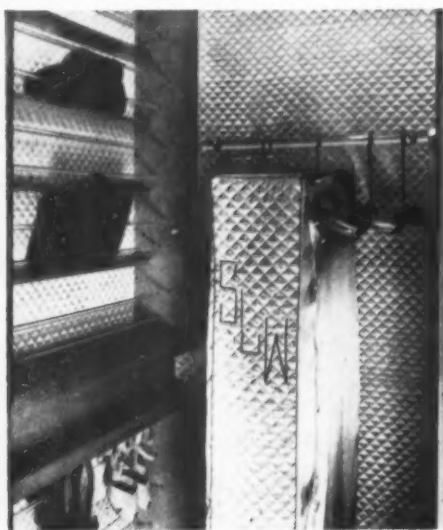
Naturally they haven't overlooked hangers. They make their own. Some of them are sold as separate items in the better stores. For men they make tailored hangers—in pigskin, for instance. And one fashionable store gives away a white satin hanger, by the Wagners, with each bridal outfit it sells. (By the way—that pigskin job sells for a mere three bucks.) Other hangers, made with men in mind, are rounded, shaped like a man's back.

If you're annoyed by having two of the Little Woman's coat boxes leap off the top shelf and gun for your eye each time you open the door, you may be a little wary of the next item. The Wagners design and make boxes of all sorts, shapes and sizes. But you needn't worry about being conked with these. They have drop-fronts. And consequently they don't have to be lifted down to get at their interiors. Just stack them on top of each other and face the drop-front side toward the closet door. A twist of the wrist and everything you want is in full view.

The Wagner's also think a man's closet should look different from a woman's. For example, you might want one carried out in pigskin motif. But you don't have to go whole-hog, if you'll overlook the pun. Budget closets can also be worked out.

Sherle Wagner studied architecture and engineering and has been a furniture designer. He knows what he's about when it comes to closets. Mrs. W. was formerly

SALES MANAGEMENT



A PLACE FOR EVERYTHING . . . Feminine quilting adds elegance to the closet that isn't remotely related to Fibber McGee's.



AND EVERYTHING IN ITS PLACE . . . plenty of room for things that must spend most of the time tucked away in storage.

SALES UP? FINE!



... BUT ARE USERS REPEATING?

A competitor of one of our clients came out with a new product. For two years it was a phenomenal sales success. Then it was suddenly withdrawn. Everyone wondered why.

Everyone, that is, but our client. For he knew from the start, through the JWT Consumer Panel, that *this new product was not getting repeat sales.*

No product can make a lasting success unless its users come back for more. If they don't, there is something wrong somewhere. And the sooner the manufacturer finds out about it, the better off he will be.

The JWT Consumer Panel is the *only* form of research which can supply this information *before it is too late.* Every 30 days it provides an up-to-the-minute summary of such information as: who is buying the product . . . in what quantities . . . where . . . when . . . why . . . why not . . . how the competition is doing . . . and current trends.

And competition cannot match this vital information. *It is available to one manufacturer only in each product field.*

A continuing picture of daily purchases by typical families the country over

Not a one-time survey . . . not a once-a-month survey . . . but a continuing written record of every purchase (of the products listed) wherever and whenever made by selected families representing a true cross section of America. . . . *This*

is only one of many unusual services available to our clients. May we tell you more about it? No obligation, of course. J. Walter Thompson Company, 120 Lexington Avenue, New York 17, N. Y.

THE JWT CONSUMER PANEL provides these 15 unique advantages

1. Monthly reports of consumer purchases of the product for the *entire country.*
2. Consumer purchases by *regions* each month
3. " " *income groups* each month
4. " " *city-size groups* " "
5. " " *age groups* " "
6. " " *racial groups* " "
7. " " *of competitive products* each month
8. Reasons for brand selection
9. Relative importance of principal uses
10. Degree of brand-loyalty
11. Relation between factory sales and consumption
12. Monthly summaries within 30 days
13. Complete interpretation of data
14. Low cost
15. Exclusive use in each product field

There are 22 J. Walter Thompson offices strategically located throughout the world. . . . **In North America:** New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto; Latin-American Div. in New York. . . . **In South America:** Buenos Aires, São Paulo, Rio de Janeiro, Santiago. . . . **In:** London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne.



CONSISTENT

... that's the national sales ranking of Essex County, New Jersey, over the years. While dollar totals increased 2½ times over the last decade, Essex's **POSITION** among the top markets held firm. That's important to advertisers who want low cost sales all the time.

	ESSEX COUNTY SALES TOTALS	NATIONAL RANK
1946	\$940,316,000	12th
1945	725,253,000	11th
1944	651,878,000	11th
1943	621,697,000	11th
1942	570,016,000	11th
1941	526,233,000	11th
1940	433,937,000	12th
1939	390,862,000	10th
1938	336,570,000	11th
1937	387,129,000	12th

Newark News
Evening-Sunday

INDISPENSABLE IN AN
INDISPENSABLE MARKET

associated with a manufacturer of closet accessories. So she's no slouch at the game, either. They decided, some time ago, that they ought to pool resources, experience and talents. Now architects call them in for consultation. And shipbuilders ask them to do closets for yachts so things won't roll around.

PRETZEL-BENDERS, ARISE!

Have some pretzels with your ice cream. . . . Now don't be old hat, old man. It's being done—and if the National Pretzel Bakers Institute has anything to say about it, it'll be done more often and in better places. We went around to a local hotel recently and crooked an elbow over a dish of pretzels with the gentlemen who constituted the group when they met to decide how to convince the American public that it's not only being stuffy, but that it also doesn't know a good thing when it's put in front of it.

After—and only after—we had bolted a dish of pistachio ice cream to the accompaniment of six pretzels, and were forced to agree that our palate had been deprived of a pleasure, we asked what the boys were going to do to win the other 100 million sceptics. And, by the same token, run up some tidy dividends for themselves.

Mr. Norval Postweiller, president of the organization of some 35 out-of-town pretzel manufacturers, said that in Pennsylvania—where the Arthritic Doughnut enjoys its greatest popularity—pretzels and ice cream is considered no more peculiar than pie ala mode. Elsewhere, he admitted, people think a pretzel is merely a stooge to a glass of ale. A ridiculous premise, scoffed Mr. P.

So the National Pretzel Bakers are going to spend some heavy gold to build the pretzel up as an inanimate competitor to Jane Russell. "Our motto," sighed Mr. Postweiller, "will be, 'Don't get summer nerves—bite a pretzel instead of your boss.'"

Just in case you think the pretzel is a nonentity, listen to these figures; Americans eat some \$17,500,000 worth of pretzels each and every year. The annual pretzel output—and consequently, intake—is 400 million stamped pretzels, 142 million hand-twisted ones and 1,250,000,000 pretzel sticks (a comparatively new pretzel version.)

But what jarred us back on our heels is the fact that in all the U.S. there are only about 800 pretzel-twisters. Pretzel-twisting is an art. Those things may look like Boy Scout knots but they are a mite more difficult to throw together. The Germans, naturally, were the best people at the game, though the pretzel, strangely enough, is supposed to have originated in a monastery in Southern Europe. It was designed to simulate arms folded in prayer! Well, the art of pretzel-bending has been handed down from Father to Son, Mother to Daughter. But in recent years machines and the inherent rebellion against Family tradition have conspired to deplete the ranks of Pretzel-Benders.

So the Institute is starting a school to recruit prospective PB's. Schooling is free, and Allentown, Pa., has been selected for the scene. Already nearly 50 people, men and women in about the same proportion, have signed up. And it's a Pennsylvania lady who is the pretzel-twisting champ. She can run up 42 in a minute.

Now will you take some pretzels with your ice cream?

SALES MANAGEMENT



Heavy Weather Ahead!

When every advertising dollar has to pull its full share of the load, newspapers like The Indianapolis News prove their merit. ♣

In a market with an effective buying income 62% above the national average*, The Indianapolis News is the most influential newspaper,

with the highest daily circulation in Indiana's history. It delivers more sales at lower cost per sale than any other medium in this

area. ♣ Picking *The News* for maximum coverage of Indianapolis and the 33 surrounding counties is sound space buying.

The Great Hoosier Daily . . . ALONE . . . does the newspaper job.

*Sales Management's Survey of Buying Power, 1947

THE INDIANAPOLIS NEWS



FIRST IN DAILY CIRCULATION

FIRST IN DAILY ADVERTISING

FIRST IN THE HEARTS OF HOOSIERDOM

You need
but
**ONE
KEY**



to unlock
SALES
in New England

The Yankee Network hits the spot where sales are made — not once, but 24 times. Its 24-hometown stations give you direct, local impact, take you into the very center of sales activity in 24 principal cities and their suburban trading zones.

You can't miss — because Yankee hometowners get their local programs, their Yankee programs, their Mutual coast-to-coast programs all from their own local hometown station in each community.

You reach 89.4% of New England radio listeners with Yankee; and that's the only way you can reach that percentage of listeners.

Ask your Petry man about availabilities.

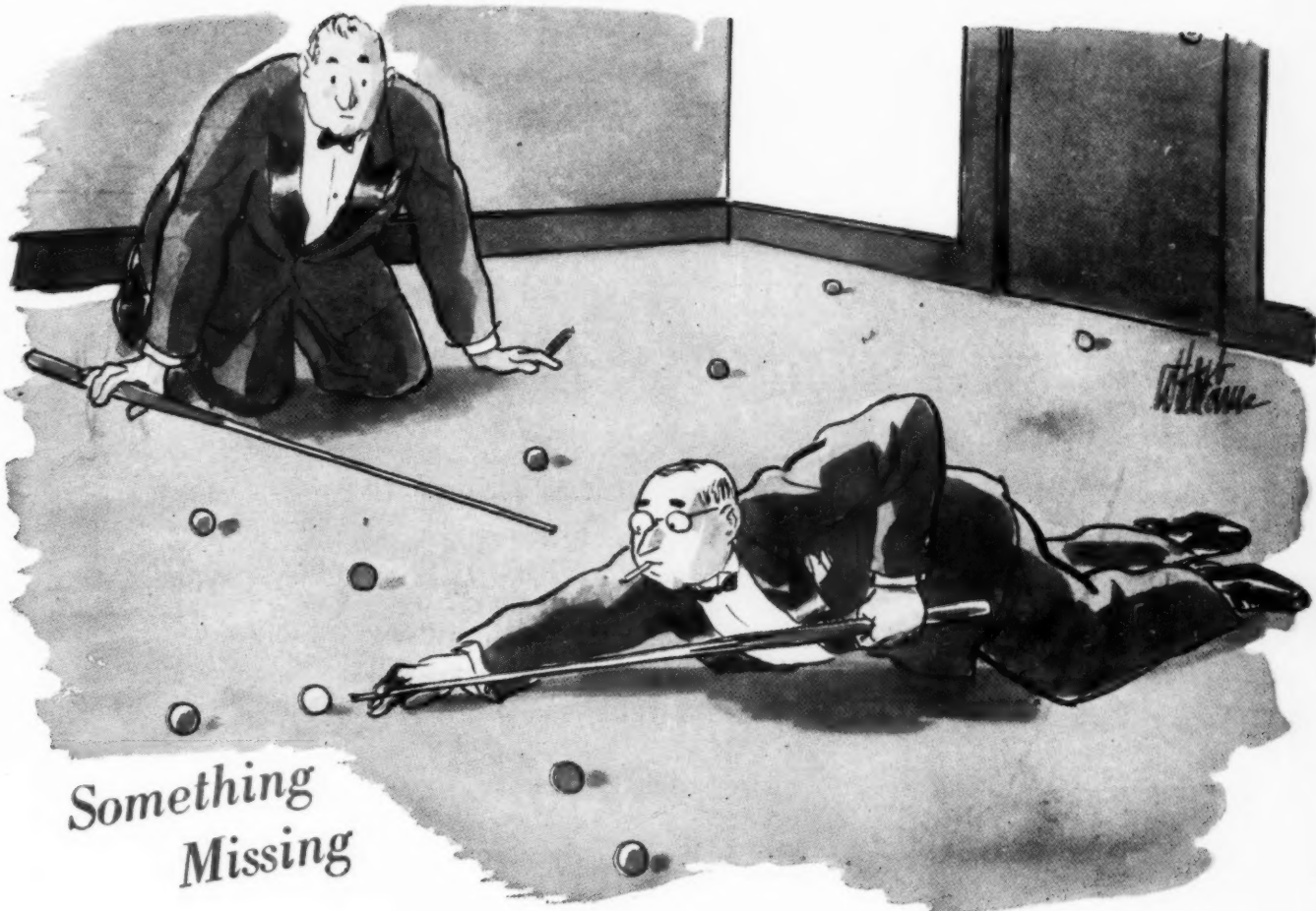
THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASS.

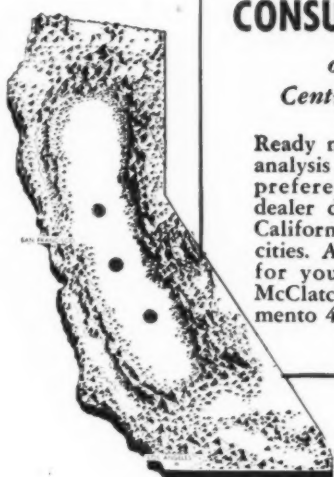
Represented Nationally by EDWARD PETRY & CO., INC.

SALES MANAGEMENT



Something
Missing

... like California without the
BILLION DOLLAR VALLEY OF THE BEES



**McCLATCHY NEWSPAPERS'
CONSUMER ANALYSIS**

*of California's
Central Valley Market*

Ready now—a thorough-going analysis of buying habits, brand preferences, ownership and dealer distribution in three of California's principal Valley cities. Ask O'Mara & Ormsbee for your copy, or write the McClatchy Newspapers, Sacramento 4, California.

Call your shots in California's big *inland* market. Put the three McClatchy newspapers on your schedule. These papers reach far more people in the Billion Dollar Valley than any competitive combination, local or West Coast.

The Sacramento Bee, for example, is home delivered to 9 out of every 10 families in the ABC city zone... and to half the families in the rich, 19-county Sacramento market. The Modesto Bee and The Fresno Bee are read by 8 out of every 10 families in their respective ABC city zones.

Bear in mind, too, that the typical reader of these McClatchy newspapers spends 37% more on retail purchases than the U.S. per capita average. And that his food purchases run 30% higher.* No wonder so many advertisers say Valley people really respond.

McCLATCHY NEWSPAPERS

*Sales Management's 1946
Copyrighted Survey

NATIONAL REPRESENTATIVES... O'MARA & ORMSBEE, INC.
NEW YORK • LOS ANGELES • DETROIT • CHICAGO • SAN FRANCISCO



**THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE**



When you see people buying it is a tip-off to where their newspapers come from. Newspapers have a positive way of leading people to market. It works both ways, too. If you want to find buyers for your product, just put your advertising in the newspaper closest to them—both literally and figuratively. It is perfectly natural that people read local and buy local. Any attempt to change this means a much harder pull.

The Cleveland Press believes in the power of local daily newspapers. There are many in Northeastern Ohio with hundred octane ratings to boost you over the marketing hills of this prosperous area. The Press, too, is a local paper with 98.5% of its circulation confined to the recognized A-B-C trading area and delivering top coverage where coverage counts the most.



★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★

★ CONCENTRATE

★ FOR PROFITS

★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★ CONCENTRATE FOR PROFITS ★

NEWS REEL



JEAN E. GRELET

Joining Lenthéric, Inc., as vice-president and director, the former Cartier, Inc., vice-president and sales manager, is still a director of that firm.

GURTH F. CHAMBERS

With Lever Brothers Co. for 10 years, is appointed vice-president in charge of sales of American Home Foods, Inc., succeeding E. H. Selby, resigned.



CHARLES O. RADER

New commercial sales promotion manager for Koppers Co., Inc., has been doing advertising and merchandising for company's Public Relations Section.

WILLIAM E. MULLESTEIN

Now field sales manager of Lukens Steel Co. and its divisions, By-Products Steel Corp. and Lukenwald, Inc., was Coatesville District sales manager.



DAVID B. REED

Newly named advertising manager of Scripto, Inc., will be in charge of sales promotion and advertising activities for the pen and pencil manufacturer.

JOHN CARMAN

Former sales promotion manager of the Alfred D. McKelvy Co., has been appointed director of Masslinn products for the Chicopee Sales Corp.



ALLIS-CHALMERS MFG. CO.

Newly named executive vice-presidents of the firm's tractor and general machinery divisions are, respectively, William A. Roberts (left) and William C. Johnson (right). Both divisions operate sales organizations on a national and international basis.



How Safe Is Your Daughter?



Violent sex offenses against women and children are increasing in America—and newspaper headlines almost daily tell of these atrocities. Yet sex criminals continue to get light sentences, easy parole, or “another chance.” THE AMERICAN MAGAZINE believes that something must be done beyond the mere reporting of the fact,

and so we asked F.B.I. Chief J. Edgar Hoover to tell the causes and suggest what your community can do to stop these sordid assaults by sex maniacs. You owe it to your family and your community to read...

HOW SAFE IS YOUR DAUGHTER?

by J. Edgar Hoover

WHERE IMPORTANT PEOPLE TURN TO SAY IMPORTANT THINGS



How Safe is America?

Month after month **THE AMERICAN MAGAZINE** goes into action to help safeguard America. Whether the threat be to the American family, the American community, or the American economy, you find it exposed and discussed in our pages.

And millions of other Americans find it, too—2,500,000 families, *men and women*, look to **THE AMERICAN MAGAZINE** each month for *authoritative* articles by important people on important problems of the day.

These two and a half million American families are alert to the *problems* of making a better life—alert to the *products* that make a better life.

Dollar for dollar, page for page, *no other* magazine can match the multimillion male-female circulation delivered by **THE AMERICAN MAGAZINE**.



The American Magazine

THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK 17, N. Y., PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

JULY 1, 1947

\$ 271,573,480.20

in Housewares

How much do you have?
How much can you hope
to get? Where? How?

Send today for another new *Hardware Age* Survey. 10,190 major hardware dealers are selling housewares at the rate of \$26,650.98 per store. Is your product included in one of the 33 lines listed below? If so, you'll be interested in seeing how many major hardware dealers are handling similar products . . . and how hardware wholesalers fit into the picture.

These and other valuable facts are ready to help you plan a quick-action sales campaign. And *Hardware Age* can help you carry it through by selling the leaders in the hardware trade. Surveys on major appliance lines, sporting goods and other lines are also available or in preparation. Write for your free copy today.

WE HAVE A COPY
FOR YOU. IT'S FREE.
WRITE NOW.



LINES COVERED

- Electric Irons and Toasters
- Galvanized Ware
- Mops, Brooms and Brushes
- Aluminum Ware
- Ladders and Stools
- Cleaners, Polishes and Waxes
- Kitchen Cutlery
- Clocks and Watches
- Enameled Ware
- Tin Ware
- Kitchen Accessories
- Glass Oven Ware
- Cast Iron Ware
- Kitchen Tools
- Carpet Sweepers
- Bathroom Accessories
- Basket, Hampers
- Table Cutlery
- Stainless Steel Ware
- China and Glass Ware
- Copper Ware
- Laundry Equipment
- Gift Ware
- Pottery Oven Ware
- Pottery
- Lamps, Table, Pin-Up
- Silver Ware
- Mats
- Picnic Supplies
- Fireplace Equipment
- Linoleum
- Oil Cloth, Shelf and Table
- Venetian Blinds

HARDWARE AGE

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

A Chilton  Publication

 Charter Member 

100 EAST 42nd STREET • NEW YORK 17, N. Y.

all business is local

Advertisers (maybe you're one of them?) often think of themselves as "national" advertisers. They make the same advertising effort the country over. Yet two recent brand preference studies show that a nationally advertised packaged food product is bought by 30% of the families in one city, by only 13% in another.

That's because markets (your markets, too) differ as people differ . . . in tastes, in reading habits, in buying habits. The one sure thing in advertising is that every sale you make is a *local* transaction . . . a local consumer buying from a local dealer.

That's what makes newspaper advertising so effective. Newspapers today are at an all-time high in circulation . . . 51,000,000 every weekday in the U. S. and Canada. They are the biggest mass medium. Yet they give you effective control . . . enable you to build sales *where* you want them *when* you want them, at low cost.

We've got lots of market information on tap. Some of it may be just what you're looking for in your business. Why not ask us about it?

bureau of advertising

AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 LEXINGTON AVE • NEW YORK 17 • CAledonia 5-8575



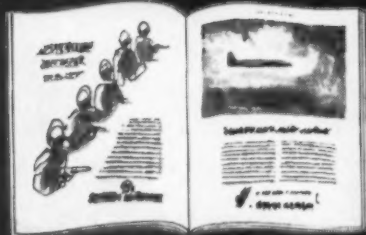
prepared by the Bureau of Advertising and published by The Detroit News in the interest of more effective advertising

JULY 1, 1947



Dotted-Line Salesmen...

—Call on the P. A. first. They know that the Purchasing Agent is the make-or-break factor in order getting!



Dotted-Line Advertisers...

—Make certain of success... make certain their message will reach the P. A. They put it in the ONE magazine he always reads...

The National Magazine
for Purchasing Agents

PURCHASING

205 E. 42nd St., New York 17

A CONOVER-MAST PUBLICATION



BY T. HARRY THOMPSON

After saying that preparation and perspiration are behind all closed sales, Lexington's Bob Taylor kicks in with a Nit-Wit quickie:

Nit—"This girl's fresh from the country, and it's up to us to show her the difference between right and wrong."

Wit—"Okay, Pal. You teach her what's right."

"Why take harsh laxatives when lemon and water is all you need?"
—Sunkist. They is?

Martin Olsen saw a headline by a tentmaker (not Omar, he says):
"Best by a campsite."

After seeing Textron's "From yarn to you," Paul Ellison thinks American Woolen might say "From ewe to yarn" or even "From ewe to you." They might feel a little sheepish, however, Paul.

If I have my statistics on straight, someone is injured by motorcar every 30 seconds, someone is killed every 15 minutes, right around the clock. We may forget the figures, but let's not forget the grisly facts. Why does a normal human being become a nit-wit the minute he gets behind the wheel of a car?

Before naming it "Quest-shon Mark brassiere," a rather frightful coinage, the advertiser must have toyed with the idea of "Exclamation-Points."

Stan's Restaurant & Bar (Philadelphia) serves "stanwiches." It says here.

The things that make you mad are the things you can't control.

A fortune-hunter, you might say, never underestimates the dower of a woman.

The Mrs. is waiting for a surgeon to break out with a textbook called: "The Valley of Incision."

It was Jim Daly of our old copy-department at Ayer who said such a mouthful in a headline for the Emigrant Savings Bank of New York: "There's No Friend Like Cash."

After the suspended animation of the war-years, facsimile broadcasting has broken out in Philadelphia. Both the *Inquirer* (morning) and the *Bulletin* (evening) have put on demonstrations of what is known in newspaperese as "fax."

According to the Association of Baggage and Personal Leather-Goods Association, travelers are judged largely by the appearance, quality, and weight of the baggage they bring into a hotel. Even the credit-rating is said to be influenced by such personal appurtenances.

Nit—"Can you judge a guest by his baggage?"

Wit—"Not always; some of the worst lugs carry the best luggage."

"Antarctica—What Good Is It?", asks *Pathfinder*. Isn't that the stuff you rub on sprains and spavins?

Let's not worry about another war with Germany. We can't even have peace with Germany.

The telephone strikers didn't have all the grievances this Spring, I hear. An agency artist tells me he's on a party-line with a bookmaker who averages 300 calls a month!

THE LIQUID CARBONIC CORPORATION
Chicago 23

Dear Harry:

I know a fellow that used to be quite a dissolute character, but two years in the Air Force straightened all that out.

Well, he may still hang one on now and then, but nowadays the butterflies in his stomach fly in formation.

Incidentally, I, too, am writing a book on atomic energy. The title: *The Erg and I*.

Yours,
Bern Lundy

Aside to Bern Lundy: They say a couple of safe-crackers are collaborating on a book to be called: "The Yegg and I."

In the continuing building-shortage, even a haunted house may be a wanted house.

A "certified gemologist" ought to be qualified to throw the first stone.

SALES MANAGEMENT



This Valuable Sales Tool...

... is a practical working guide ...

... an efficient master operations plan for sales executives.

The San Francisco Examiner in presenting this book again demonstrates another facet of its leadership ... this time in the field of marketing and sales cooperation

"Sales Operating" was prepared in anticipation of the inevitable return to a buyer's market—and tailored to provide a pattern for the fullest possible exploitation of the abundant San Francisco and northern California market.

Hearst Advertising Service men are now literally working day and night to accommodate every request for this book—the only study of its kind for northern California.

*REPRESENTED NATIONALLY
BY HEARST ADVERTISING SERVICE

THE SAN FRANCISCO EXAMINER

FOR 60 YEARS NEWSPAPER NUMBER ONE
IN NORTHERN CALIFORNIA



CITIES SERVICE COMPANY

Notice of Call for Redemption

of

\$40,578,100

5% Debentures due 1950

CITIES SERVICE COMPANY is calling the balance of its outstanding 5% Debentures due 1950 for redemption on July 28, 1947 at 102 and accrued interest and is offering holders of Debentures subject to this call, the privilege of receiving immediate payment of the principal, premium and interest to July 28, 1947, upon presentation and surrender of their Debentures and coupons to the Trustee.

Holders desiring to receive such advance payment should promptly forward their Debentures to The Chase National Bank of the City of New York, 11 Broad Street, New York 15, N. Y.

Notice of the Redemption as required by the terms of the Indenture is being published and this announcement is made in the interest of those holders who may not see such legal notice and who may wish to take advantage of the Company's offer to make immediate payment with interest to July 28, 1947.

This Redemption out of treasury funds, together with the redemption of \$35,000,000 of Debentures in June of last year, completes the retirement of the entire issue of \$118,115,600 of 5% Debentures due in 1950, which was sold in 1930.

CITIES SERVICE COMPANY

Sixty Wall Street
New York 5, N. Y.

The ball-point pen that writes under water is an improvement on the post-office pen that writes under difficulties.

The national debt is slightly less terrifying when you compute the dollar at its current quotation of 65c.

Maybe Britain failed to save for a Mediterranean day.

Housewives still refuse to patronize stores whose prices are patently out of line. Ah, yes; boycott meets girl.

HEADLINE PARADE

Valley of Precision.—*Allis-Chalmers.*

P-D Cue.—*Chapter-head on item in "Time" about the "Post-Dispatch."*

Koroseal reigns . . . and you stay dry!

An eyeful that can scamper!—*Hudson Motor-Car.*

Records that don't break are breaking records.—*Vinylite Plastics.*

Public Relations in a Package.—*York Air-Conditioning.*

Workmen's Compensation.—*Pabst Blue Ribbon.*

24 top bands played at her party.—*Wurlitzer Phonograph-Music.*

Been to heaven lately?—*Minneapolis "Star."*

When your stomach's feeling dismal—take soothing Pepto-Bismol!

John L. Lewis is the kind of guy who would cry in his bier.

Maybe that was a pit-down strike he gave us back there in April.

Gold Cross Shoes seem somehow reluctant to give up their original name, "Red Cross Shoes," which was frowned upon back there during the war. Isn't it time they made a clean break with the past?

Recommended eating: Borden's ice-cream. If you like a caterers' type of cream, rich in butterfat, ask for Lady Borden in the pre-packed Burgundy pints.

Wish more ice-cream manufacturers would use Michael's Mixevan for their vanilla. It's a powder with a sugar carrier. Doesn't clash with the clean, dairy flavor of smooth cream and milk-solids.

The lion may be the king of beasts, but the skunk has the highest rank.

Maybe the lonesome pine is lonesome because it's one of the have-knots.

When budgets run to billions, taxpayers run to biliousness.

SALES MANAGEMENT

TOP HATS DON'T RATE..



IN WASHINGTON

(You can
turn heads
with
WTOP talent)

Washingtonians are different. They'll take a top-hatted statesman in their stride. But they'll hang

on to every word of such capital favorites as these WTOPers:

ARCH McDONALD: Baseball fans throughout the country think of him as their favorite World Series announcer. Washingtonians do too. They also think of McDonald (and listen too) six nights a week when he's "Speaking of Sports."

JAY CARMODY: On Sunday afternoons, the Drama Editor of a Washington paper treats WTOP listeners to news and notes about screen and stage entertainment in Washington. Annual trips to Hollywood and monthly sojourns in New York give Carmody and WTOP listeners intimate stories about the stars.

AUSTINE CASSINI: "The people other people follow" and hundreds of thousands of those "other people" read her society column in the *Washington Times Herald* and in more than 100 other newspapers. Austine Cassini's D. C. fans also hear her three times a week on WTOP—Washington's only 50,000-watt station.

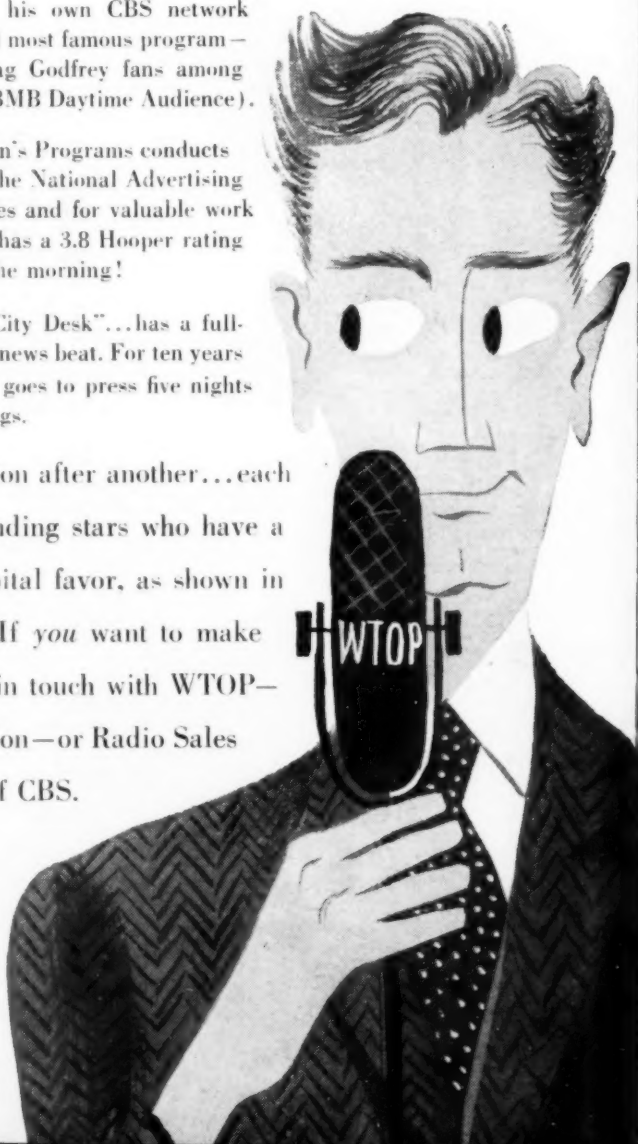
JOHN CRAMER: 237,000 people—one out of every three employed Washingtonians—work for Uncle Sam. They keep tab on decisions that affect their lives—and livelihoods—by keeping tuned to WTOP's "Government Reporter." John Cramer, a top-flight newspaper columnist who knows his government bureaus from letters A to Z.

ARTHUR GODFREY: Although he has his own CBS network shows, Godfrey still broadcasts his first and most famous program—"Sundial"—for thousands of early-morning Godfrey fans among WTOP's 262,690 radio families (50-100% BMB Daytime Audience).

ELINOR LEE: WTOP's Director of Women's Programs conducts WTOP's "Home Service Daily"—cited by the National Advertising Agency Network for its "household services and for valuable work in the field of family relations." Miss Lee has a 3.8 Hooper rating (December-April 1947). And at 9:45 in the morning!

HENRY MUSTIN: He sits at WTOP's "City Desk"...has a full-time assignment to cover the city as a local news beat. For ten years reporter for the *Washington Star*, Mustin goes to press five nights a week and reports on hometown happenings.

And so it goes—one local origination after another...each proving WTOP has a talent for finding stars who have a capital flavor...who command capital favor, as shown in every audience study ever made. If *you* want to make an impression in Washington, get in touch with WTOP—Washington's only 50,000-watt station—or Radio Sales—the Spot Broadcasting Division of CBS.



Selecting bakeries that can buy what you have to sell

Here are facts you would need in building a prospect list for personal calls or in compiling a mailing list that you could profitably cover. These facts also guide Bakers Weekly in selecting subscribers who can buy what you have to sell.



Bakers Weekly is the only baking publication with 100% coverage of the 91 combination bakeries having 2 or more plants and with comparable penetration in all of them. As an example, take the Continental Baking Company with 87 plants and with a 100 million dollar volume. Here Bakers Weekly has 121 subscribers from Continental's Board Chairman and the top executive group on through to all plant managers.

Look at
These Facts

During the war, OPA counted over 30,000 who declared themselves to be in the baking business in order to secure ration certificates for sugar and shortening. These included the small-town housewife baking a few pies and cakes for sale to her neighbors, and little bakery-lunch rooms.

The last Census (1939) lists 18,299 bakeries doing a busi-

ness of \$5,000 or more per year.

An important qualifying factor is number of employees. A study published in 1946 by the Bureau of Labor Statistics, Department of Labor, gives a count of 3,590 bread-cake-pie bakeries employing 8 or more persons. Another factor is volume of business. The Selected Directory of Bakeries compiled by Bakers Weekly shows 4,468 with a volume of \$50,000 or more per year.

Concentrating on the less than 10,000 bakeries who do more than 90% of the volume

Following its selective subscription policy, Bakers Weekly has 100% coverage of the 91 combination baking companies having 2 or more plants. In these it has penetration to those most influential in buying ingredients and equipment. This group accounts for about a third of all bakery volume.

Bakers Weekly has representative coverage of independent wholesale and retail bakeries doing over \$50,000 volume and the more progressive retail bakers doing under that amount. These groups account for 58% of the volume. Bakers Weekly reaches the important bakery supply houses from which small bakeries purchase almost everything.

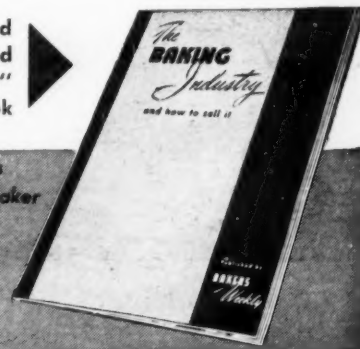
So, you can see why Bakers Weekly first concentrates on having these bakeries doing more than 90% of the volume. This selective policy materially increases the editorial expenditure. Every phase of a progressive baker's interest must be expertly covered to attract and hold him as a subscriber.

Bakers Weekly circulation as of the May 5th, 1947, issue—ABC records—was 13,850 net paid

While we continually cull our subscription list to stay within the profitable 10,000 group, we will always have a small fringe of unsolicited circulation. These people voluntarily subscribe to Bakers Weekly because it must mean something to them—and, of course, many of them may be important to advertisers some day.

Our circulation and editorial objective is that group of less than 10,000 bakeries who do more than 90% of the volume—those are the ones you also can afford to cultivate with your sales and advertising dollars.

If you are interested
in "The Baking Industry and
How To Sell It"
send for this free book



BAKERS

45 West 45th St., New York 19, N. Y.
360 North Michigan Ave., Chicago 1, Ill.

Also publishers
of the Cracker Baker

Weekly



1. LUCKY KIDS, the Beldens, with both bike and pony! No wonder they love the family farm. Four generations of Beldens have enjoyed the comforts of this fine old home.



2. MRS. BELDEN knows what children like! A college graduate, she is a devotee of good food prepared with the help of her pressure cooker and zero freezer.



3. GROCERIES are delivered to the door, and the Beldens need plenty. For their hospitable home is a frequent gathering place for friends and neighbors.



"I couldn't"

LUTHER BELDEN and his father examine fleece ready for processing. Sheep are a profitable side-line with the Beldens. Their farm is a Sheep Demonstration Farm under supervision of the Massachusetts Department of Agriculture.

Pictures by Pinto



7. INDIANS A-PLenty were here when the Hatfield Congregational Church was founded in 1670. Today attractive Mrs. Belden is Sunday School Superintendent.



8. LOTS OF ACTIVITY goes on at the Hatfield Town Hall, including weekly square dances. Fun? Life is filled with fun for these farm youngsters.



9. . . . AND FOR PARENTS, too. Modern farming has brought new leisure, new-found time for social and political activities, a whole new outlook.

SALES MANAGEMENT



4. TOM SMITH, has been with the family 16 years. Here he is seen cutting seed spuds for planting. The Beldens raise about 32,000 bushels of potatoes a year.



5. THE YOUNG FOLKS love marshmallow toasts. The fireplace was built by Grandpa Belden of Indian arrowheads and stones gathered from the fields on the farm.



6. SANDY BELDEN collects arrowheads . . . a hobby in which Grandpa is a big help. "But there are no more Indians," regrets the youngest Belden.

live anywhere else"

says Luther Belden, a Yankee farmer in
New England's beautiful Connecticut Valley

4th in a series of living portraits of "Good People to Know"

LUTHER BELDEN *could* live somewhere else. With his industry and skill he could succeed anywhere. But he's happy where he is.

For up and down the road out of Hatfield, Massachusetts, are many friends he cherishes. He and his family are content. Devoted to each other, they are also devoted to the family homestead and its ancestral acres.

Under Luther's guidance his land yields an enviable living from potatoes, onions, tobacco.

There will be ample money to send the kids to college. Life is comfortable and pleasant. Shops, movies, and all the cultural advantages of a New England community are within easy reach.

This warm story of a Country Gentleman family appears in *Country Gentleman* for July. It will bring new inspiration to many another *Country Gentleman* reader . . . and it will help to give you a picture of the full life which millions of America's farm families have earned and are enjoying.

The best people in The Country

turn to *Country Gentleman*
for Better Farming, Better Living



JULY 1, 1947

SELL-ective

RESEARCH "LABORATORY"
... a plus service that
helps sell goods

Many *specialized, plus* services make the Haire organization headquarters for merchandising information.

Haire *research*, for instance, is no token service. It is real, vital and exact. Buyers, advertisers, agencies look to the Haire Research Department for dependable information . . . from the pricing of a single item to the potential of a nation-wide market . . . from a sales training technique to setting up a business.

Haire fact finders and field correspondents constantly penetrate the very sources that shape the merchandising of today and tomorrow . . . to help sell goods!

This SELL-ective research is only ONE of the many *plus* services that make each Haire Publication the authority in its field and invariably its NO. 1 advertising medium. Send for fact sheet on *your* market.

**MORE effective because
they're MORE SELL-ective**



HAIRE

**MERCHANDISING
PUBLICATIONS**

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh
Chicago • Detroit • St. Louis
Los Angeles • Atlanta • London

WASHINGTON BULLETIN BOARD

Credit Control's Future

What is the picture regarding extension or discontinuance of consumer credit controls?

As this report was prepared, it appeared almost certain that all consumer credit controls by the Government would be ended some time this summer. It was up to Congress. Both President Truman (on advice of his Council of Economic Advisers) and the Federal Reserve Board want to continue the controls. Two bills—one to end all controls, one to continue them under the FRB—were before the House Banking Committee and after extensive hearings Chairman Jesse Wolcott (R., Mich.) said his committee would vote to abolish controls.

President Truman already had notified the FRB that unless Congress votes legislative authority for continuation of controls he would vacate the wartime executive order under which such controls as "Regulation W" have been maintained since 1941.

The background of the situation, important to the whole field of sales and credit management, includes interesting suggestions which should be watched carefully during the coming months.

A memorandum from the President's Economic Council contended that general lowering of down-payment and time-period requirements would "postpone rather than promote the kind of stable adjustment that our economy requires." President Truman asked Congress for legislation to "retain restraints upon excessive expansion which results in excessive contraction of consumer credit, thereby making for economic instability, reduced production, and unemployment."

Asking for permanent rather than temporary authority to control credits, FRB Chairman Marriner S. Eccles argued that "excessive expansion and subsequent contraction of consumer installment credit contributes substantially to the rise and fall of production and employment. Its role in instability is increasing with the growing importance of consumers' durable goods in the economy . . . When competition takes the form of relaxing credit terms and is carried

to extremes, it is a symptom and cause of economic unsoundness."

(NOTE: Installment financing has expanded by more than \$2 billion in the past 12 months. However, Mr. Eccles does not consider the volume of installment credit excessive in relation to the level of national income and production. However, under prevailing conditions of maximum peacetime employment and national income he believes it economically unsound "to encourage people to go deeper and deeper into debt on increasingly easy terms.")

Business Census— Yes or No?

Will we get the Business Census?

The Senate-approved Hawkes bill for five-year censuses of business and manufacturing beginning in 1948 was approved by the House Civil Service Committee and was headed for consideration in the House during the latter part of June. The fact that it got past this economy-minded committee was encouraging, and House approval seemed likely. More active support from business firms to individual congressmen was needed.

WAA—How Long?

How long will WAA compete with private business?

War Assets Administration is still in a state of flux.

There is now an indication that WAA will cease its fixed price sales policy about January 1, with the idea that by that time the greater part of its salable merchandise will have been sold.

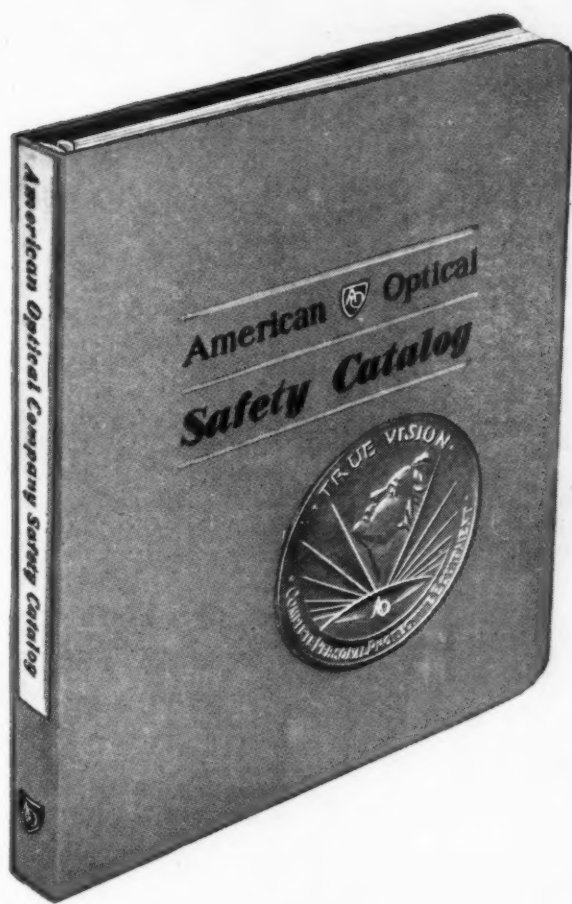
General Robert M. Littlejohn, WAA Administrator, now feels that the agency will wind up its operations by June 30, 1948, instead of December 31, 1948, as previously stated.

In the meantime, the network of consumer service centers will be doubled. There is also some hope that Congress will change the priorities system.

However, these estimates may be optimistic. If Congress cuts the budgets of the Armed Services, as

SALES MANAGEMENT

MEN WHO KNOW SELLING . . . KNOW NATIONAL



"Your eyes deserve the best," and the American Optical Company lives up to that slogan with an eye-flattering loose leaf binder for their new Safety Catalog.

The eye-appeal is focused on a large, embossed silver medallion, sunk into a delicate green leatherette cover that says "This is important." Practical requirements are met with National's exclusive "Numer-Ring" mechanism. It safeguards the contents, makes page changes simple and will stand up under hard usage.

Every National binder . . . for whatever purpose . . . is designed and engineered to meet specific problems. Your inquiry is invited.

NATIONAL BLANK BOOK COMPANY
HOLYOKE, MASSACHUSETTS

● NEW YORK-100 Ave. of the Americas ● BOSTON-45 Franklin Street
● CHICAGO-209 S. Jefferson Street ● SAN FRANCISCO-785 Market St.

JULY 1, 1947

THE
"Eyes"
HAVE IT
says
AMERICAN OPTICAL
about their
NATIONAL
designed Safety Binder



FREE Our new illustrated catalog tells the whole National Catalog Cover story . . . explains many types of loose leaf mechanisms and shows a wide range of designs and materials. Send for it . . . free . . . today.

Pep up Your Promotion with Electric Clocks



CLICQUOT CLUB serves a memory refresher right at the point of sale to stimulate demand for its ginger ale. A Telechron Electric Advertising Clock carries the familiar Eskimo and package in colors.

Telechron electric clocks can put new life in any promotion. Customers actually look for the message they carry. Your trademark, slogan or package likeness stays fresh and compelling for years. A Telechron clock is economical, too . . . costs you less than a dime a month. You can

recapture even this with a self-liquidating promotion.

Choose from a wide range of dial patterns and rich colors. You can increase the eye-catching appeal with a moving arrow on the seconds hand. Years of accurate time and low upkeep are assured by Telechron's exclusive sealed-in oiling system and precision building. Clocks are available for all standard voltages and frequencies. For complete details, write or wire Special Clock Department, Telechron Inc., Ashland, Mass.



Burlington Commands *Vermont's* Largest Food Market

How Do You Stand In the Food Stores of Burlington, Vermont? You may be surprised. Ninth Annual Survey of Retail Distribution of Grocery Store Products will be mailed upon request.

Member New England Daily Newspapers Advertising Bureau

The Burlington Free Press

EFFECTIVE BUYING INCOME—\$4,789 PER FAMILY

now threatened, four or five billions of dollars' worth of additional surplus may be dumped on WAA.

Will Postal Rates Climb?

What is the situation regarding proposed increases in postal rates?

As things were shaping up the latter part of June it appeared there is little prospect that Congress will enact any general revision of postal rates during the present session. Only action was the extension of the three-cent rate on first-class mail. Even the air mail rate probably will not be raised. Postponement of the revision will save advertisers many thousands of dollars. The House Rules Committee, chairmaned by Rep. Leo Allen (R., Ill.), does not now favor the revision.

Imports on the Upgrade

Does the export-import balance continue out of line?

While the ratio of exports and imports is still far from leveling off, recent months show some decrease in exports, some increase in imports.

According to the Census Bureau, in April United States imports for consumption were \$483,600,000 . . . a gain of 11% over March.

Decreased exports of crude materials, manufactured foodstuffs and semi-manufactured articles brought the total value of domestic exports in April down to \$1,280,400,000 representing a drop of \$23,900,000 from the March total.

Record for Freight

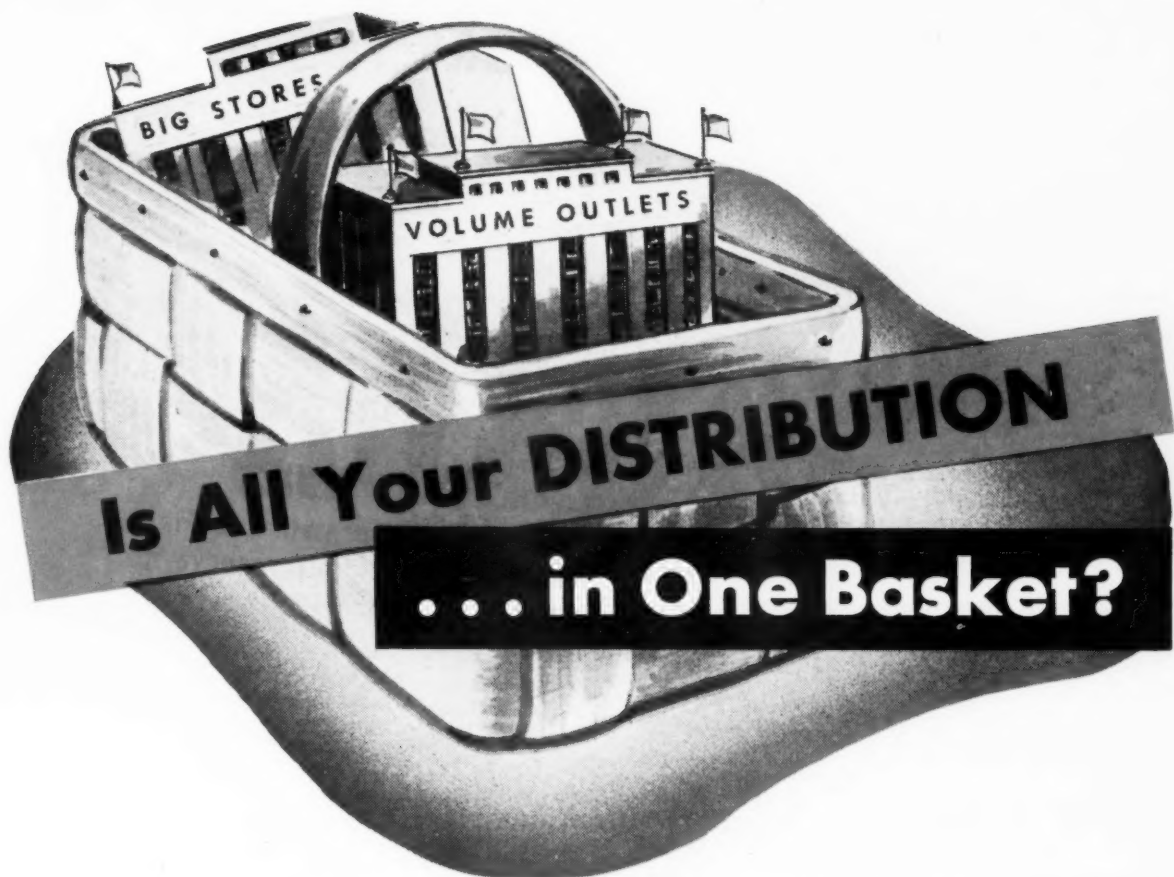
Is the freight car situation getting better or worse?

With freight cars still lacking to meet the requirements of American business, it was reported that car loading for the first week in June set a new weekly record.

The Office of Defense Transportation has recommended raising the charge for use of railroad freight cars from \$1.25 a day to at least \$3.50 a day in order to get the cars moving at a faster pace. This suggestion was made by Frank Perrin during Interstate Commerce Commission's investigation of car use charges.

The inquiry devoted much of its attention to the length of time a railroad retains on its system a freight car owned by another railroad . . . and it was brought out that some carriers have no cars of their own, while others have relatively few.

SALES MANAGEMENT



Big-store business is always attractive. But manufacturers who concentrate their distribution in big outlets may have too many of their eggs in one basket.

There are thousands of stores on "Main Street". The large number of smaller stores, spread over the entire United States, represents a total potential volume of business that can be vitally important to any manufacturer. These stores, too, want new styles and new resources. They are usually "open to buy". So it's good business, now and in the future, to make plans that will spread

your distribution over this mass market.

Use this low-cost method to reach the entire market. Perhaps your salesmen can't call on these outlets once a month, or once a quarter. But your ads in the Boot and Shoe Recorder — backed by adequate personal follow-up — can produce orders. The Recorder reaches all the leading shoe retailers in all parts of the country . . . influences them when they're hungry for sales and merchandise to build volume. Recorder advertisers spread their distribution over many sound baskets. It will pay you to join them.

BOOT AND SHOE

Recorder

A CHILTON ① PUBLICATION • 100 EAST 42d ST., NEW YORK 17, N. Y.

JULY 1, 1947

Remember this Ad that ran in
January, 1893?

A "Purer" Tea Than

"SALADA"

CEYLON AND INDIA Tea is beyond the art of growth and Manufacture. It is Sold only in sealed lead packet to preserve its goodness. Black, Mixed or GREEN. 50c, 60c and 70c per lb. By all Grocers.

GEO. HUME & CO., Local Distributors, Muskegon, Mich.

*from the Muskegon Chronicle
January 27, 1893*

“

...a check of our records indicates that, except for the Ann Arbor News which was added to our list in 1936, all of your papers have been carrying Salada advertising at least since 1918 (and that is as far back as our present records go). However, we... noticed one dated January 27, 1893... Undoubtedly, that advertisement...appeared in the Muskegon Chronicle, one of your Booth Michigan newspapers. No doubt, many of your other newspapers carried Salada advertising well before the turn of the century.

It can be stated without reservation that Salada occupies the foremost position in tea sales in all areas covered by your newspapers and much of the credit for gaining and holding our excellent sales in those areas belongs to your papers.

”

Yours very truly,
SALADA TEA COMPANY

J. W. Colpitts
J. W. Colpitts
Advertising Manager

JWC:MG
Enc.

For complete information on Booth Michigan Markets, ask:

Dan A. Carroll, 110 East 42nd Street,
New York City 17

John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

To get results from

Trade Show "WHITE SPACE". . .

Consult . . .

Gardner
DISPLAYS

477 MELWOOD STREET, PITTSBURGH 13, PA. • MAYFLOWER 9443

516 Fifth Ave., New York 18, N.Y. Vanderbilt 6-2622. 810 Book Tower Bldg., Detroit 26, Mich. Randolph 3557. 185 N. Wabash Ave., Chicago 1, Ill. Andover 2776.



Photo by Jerry Cooke

No. 17 in the "Man of Adventure" Series.

LEADER IN THE PROMISSORY LAND

On one day at least, Amadeo Peter Giannini did not behave like a cool banker. It was the day his market-basket credit house became the world's largest private bank...

The story of the Bank of America* is not alone the success story of California, but an exciting document of democratic capitalism. For a Giannini, bridging the credit gap between dreams and proprie-

torship, both of fruit stands and shipyards, broadens the base of enterprise. And in making the most of his own opportunities, he opens thousands of opportunities to others.

Month after month, as part of its continuing Exposition of Enterprise-at-Work, FORTUNE reports the people and careers of America's most case-worthy business

firms—from their first dollars of credit... through their triumphs and frustrations in manufacturing and sales... to their latest profits or losses. And because its performance this year surpasses even FORTUNE's standards of excellence, more managerial leaders than ever before say they turn to FORTUNE as their finest source of enlightenment.

*See "World's Biggest Bank"—p. 69 FORTUNE, July, 1947



SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 1, 1947

WE COULDN'T DO IT

It looked for a while as though we were going to be successful in talking ourselves into a serious recession or even a depression, but now the uplifting economic forces seem so strong that the exponents of gloom may not have their way.

I sense a much better feeling of optimism in what I hear and what I read. Don't you? The Monthly Business Trend which is compiled for us by The Index Number Institute, Inc.—see bottom of page—has turned up again, largely through a sharp increase in business spending; confidence seems to have returned to Wall Street; employment figures are encouraging; retail sales continue to run well above last year's level.

General public opinion is optimistic. The Federal Reserve Board has made a survey and finds that for every nine householders, who a year ago expected a depression, there are only five today. Consumers' opinions are rated as follows:

	Last year	Now
Good times ahead	35%	55%
No change	23	21
Bad times	36	22
No comment	6	2

Optimism has crept into the report of The Council of Economic Advisors, to be made public about the time this issue goes on the press. It predicts gradual downward price adjustments in many lines but no real recession.

ELEMENTAL, DR. WATSON!

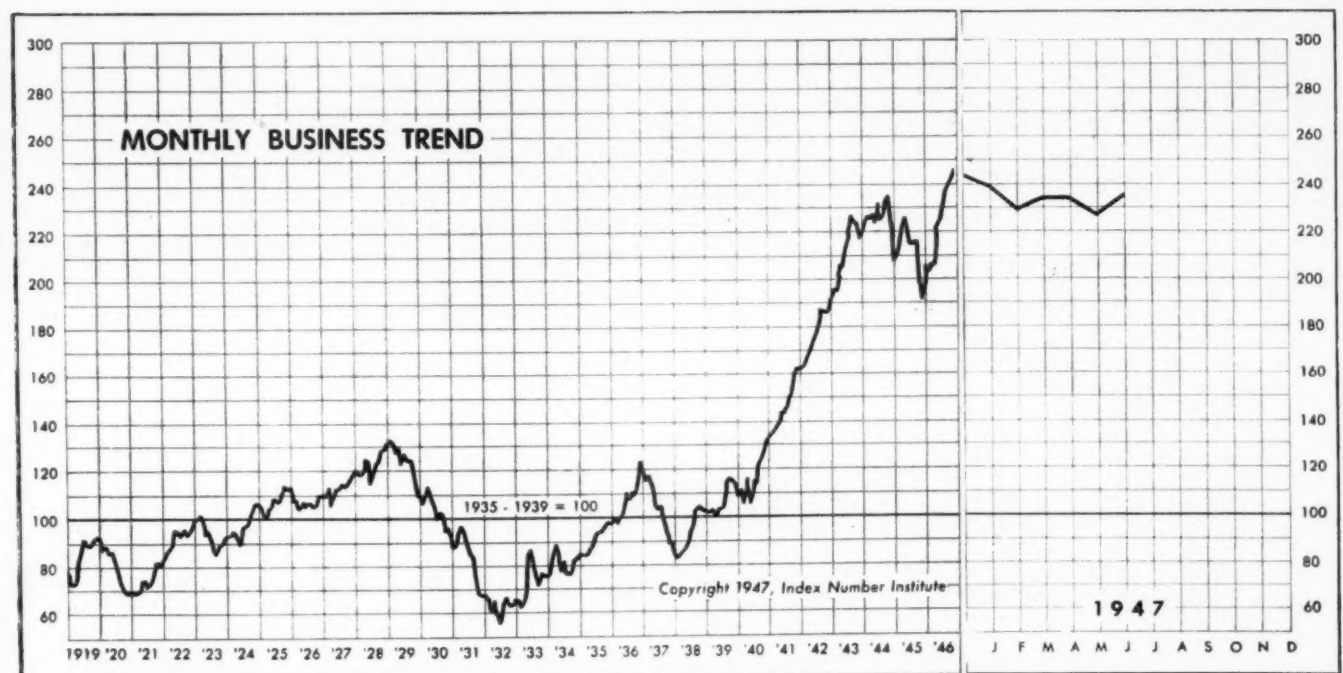
In a house organ published by Reiss Advertising, a New York agency, I came across something which is obvious, which is elementary, which is kindergarten stuff—and yet which seems to be ignored in most of the talk about a downward adjustment of prices:

"It is our firm contention that price is *not* determined by cost. Price is determined by what the buyer is able and willing to pay. Price is determined at the point of sale—not in the factory!"

It is truly astounding to note how many manufacturers stoutly assert, "We can't bring down our price—look at our costs." The inference seems to be that since the cost justified the price, the price must and will be paid. Unfortunately, that doesn't have an iota of common sense back of it. The buyer, in a buyers' market, is seldom even casually interested in the seller's costs.

In one industry after another prices *are* coming down, with tires, soap products, and ball point pens making most of the headlines during the past fortnight.

Assuming this is a trend which will gain momentum because the pipe lines are filled up or raw materials decline in price or the customer just plain refuses to buy at the higher price, more and more sales managers are going to have the headache of working out plans to protect their wholesalers, distributors and retailers who are loaded up with the higher price goods.



THE FINAL COMPUTATION of the Business Trend for May is 227, or 2 points below the preliminary figure reported last month. The preliminary estimate for June is 235. This return to about the March level occurred in spite of continued decreases in new

orders, which now seem to have reached a turning point; a sharp increase in business spending (check payments by business for goods and services) more than outweighed the drop in new orders. See "We Couldn't Do It," above, for the public's optimism.

Eversharp, Inc., reduced prices from 20% to 60% and asked dealers to take inventory and inform the company of any loss which will be incurred in selling existing stocks at the new and lower prices. Dealers will then be given 25% more goods free with every order placed until the loss is made up, with a time limit of one year.

The Fuller Tool Co. of New York, manufacturer of mechanics' hand tools, also is protecting wholesalers by allowing inventory adjustments. Fuller wholesalers get full credit for any loss in selling stocks purchased before the cut. When a wholesaler receives an order for merchandise at the new price, he sends it to the company, which credits him with the difference between the amount paid and the lower prices. No time limit is set.

DOES IT PAY TO BE DUMB?

One trouble with most of us and our salesmen is that we have too much education of a sort. Through what we have learned from reading and conversation, through what we choose to call experience, we learn of a lot of things that can't be done and we are "smart" enough not to attempt them.

The most interesting story I've read in a long time was the June 11th dispatch from Oelwein, Iowa, telling of a thirty-year-old railroad fireman who decided one night to pick up the phone and put through a long distance call to Soviet Foreign Minister Molotov in Moscow, "just to be sociable."

Now you and I are so well educated and so experienced that we would never attempt such a thing; we know it would be impossible to get Molotov on the phone.

But this railroad fireman hadn't been told that it was impossible and so with no difficulty at all—and at a cost of only \$22.50—he talked briefly to Molotov about railroading and told him about Iowa and the Middle West.

Sometimes I wonder if my son is making a mistake in going to college. He is going to learn of an awful lot of things that can't be done.

SIGNIFICANT SHORTS

Labor Unions becoming big advertisers: Beyond doubt the biggest increase in any classification of newspaper advertising this year has been in labor union activities. Much of it, of course, is designed to influence legislation such as the big campaign run by the American Federation of Labor to direct public opinion against the Taft-Hartley Bill. Some of the advertising however is very similar in the end idea to the advertising of manufacturers and retail stores. In New York, for example, the Brotherhood of Painters, Decorators and Paper Hangers, A.F.L., is using cartoon copy showing a housewife telephoning to her landlord and saying "There's plenty of paint and painters. Do my apartment *now* or I'll call the OPA!"

Average Automobile Mileage Allowances: The National Industrial Conference Board has made a survey of automobile allowances paid by 284 companies. Sixty per cent pay a flat per mile rate, 30% have a plan depending upon the distance traveled during a specified period plus a fixed amount paid for depreciation, licenses, taxes and insurance. The flat per mile allowances range from a minimum of 4 cents a mile to a maximum of over 7 cents, with 82.2% falling within the range of 5 cents to 6 cents a mile.

Highway Signs That Name The Town: A couple of months ago I suggested to gasoline and soft drink manufacturers that they show the name of the town in addition to the name of the dealer on their point-of-sale signs or the ones which are placed at the edge of towns. One of the big soft drink companies has recommended the idea to its bottlers. I'll withhold the name until they are started on their campaign but I predict that they will make as big a hit with the traveling public as does Mr. Odell of Burma-Shave.

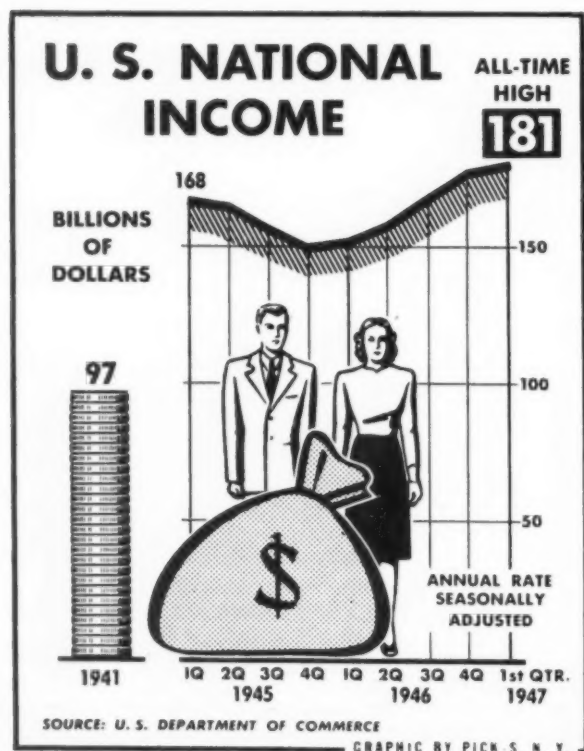
Shortly after dictating the above paragraph, a letter came from an executive of one of the big gasoline companies in which he says that his company now has underway a program whereby their dealers are being sold on the advantages of having "dealer approach signs"—small attractive signs located from ½ mile to one mile ahead of their service stations with copy plainly giving the city name. "By the time Winter rolls around perhaps many of our stations will show where they are located."

New All Time High for Corporate Earnings: The Department of Commerce reports that corporate profits after taxes in 1946 were at a record high of 12.5 billion, 2 billion or about 20% above the previous peak set in 1943. Dividends paid during the first quarter of 1947 reached a higher total than in any quarter of any previous year. . . . This information doesn't set very well with people who think that prices are too high, but none of the spokesmen for big business have pointed out that the percentage increase in business profits has not been as great as the percentage increase in the earnings of labor.

Multiple Radio Sets on the Increase: Studies made by the Columbia Broadcasting System indicate that there are 9,300,000 families with automobile radios, and that two or more home radio sets are owned by 44% of the families in the North East, 38% North Central, 21% South and 34% West.

PHILIP SALISBURY

SALES MANAGEMENT



DEMONSTRATE TO SELL

THE
Westinghouse
Laundromat



★ inside

- A Proved Sales Plan for Laundromat Dealers . . . plus
- A New Advertising and Sales Promotion Helps Guide

Memo for Buyers' Market: Demonstrate to Sell!

BY R. J. SARGENT • Merchandise Manager,
Laundry Equipment Department, Westinghouse Electric Corp.

Over the years the sale of washing machines has followed a pattern of actual demonstrations in the home of the prospect.

It was a successful method of selling but, at the same time, there was quite a burden of expense which the electrical dealer had to stand.

In order to have a large demonstration program under way, it was necessary for the dealer to have:

1. Large inventories.
2. Men and trucks to make deliveries.

If the washing machine was not

sold, then the dealer had to pay for:

1. Reconditioning the washer.
2. Selling the washer as used equipment.

Because the automatic washer does not lend itself to home demonstration, Westinghouse wanted to duplicate the essential good features of the home demonstration and also eliminate the high costs involved in this method of selling.

With this thought in mind, Westinghouse developed the theme "Demonstrate to Sell." It's based on a type of demonstration, but one that

is easier and less expensive than the pre-war home demonstration. Instead of taking a 200-pound washer to the prospect, this plan brings nine pounds of the prospect's soiled clothes to the Laundromat - in the dealer's store.

PHOTO ABOVE

Westinghouse sells its "demonstrate-to-sell" promotion package with this brochure and by conducting sales training classes in the store for the benefit of dealers and salesmen.



THIS BAGFUL of clothes will come back clean as the salesman's perfect door-opener for a talk with Mr. & Mrs.

Naturally, this new sales approach eliminates large inventories, delivery and reconditioning expenses and used washers to sell.

Here is how the plan works:

The Westinghouse "Demonstrate to Sell" plan for laundry equipment calls for the dealer to install a demonstration room in his store. It will have in it a Laundromat, clothes dryer, water heater and water softening system. A separate room is a key part of the sales program. It is difficult to demonstrate these major appliances in the center of the sales floor with people milling about. The plan also calls for washing a load of the customer's soiled clothes. It could well be that the customer would be embarrassed if her soiled clothes were put into the Laundromat in front of strangers. Therefore, by having a demonstration room which can be private, the salesman can command the complete attention of the individual prospect.

After the demonstration room is installed, the Westinghouse representative explains the purpose of the demonstration room to the dealer's salesman. The dealer or department manager then assigns his salesman a certain number of demonstrations to be made per week.

In order to make the plan flow smoothly and to simplify the salesman's job, Westinghouse makes available a canvas carrying bag which will hold just nine pounds of the prospect's soiled clothes.

The salesman then picks up a load of the prospect's clothes and either brings the prospect to the store when

he gets the clothes or makes arrangements to meet her at the demonstration room.

Now why does Westinghouse insist on the prospect's soiled clothes? There are two reasons:

1. Anyone can wash clean clothes clean. What the salesmen want to prove is that the Laundromat will wash soiled clothes clean and preferably the prospect's clothes. Certainly he will want to drive home an important sales point by asking the question, "Aren't your clothes nice and clean?"

2. All appliance salesmen have had the experience of seeing the prospect lose interest in a product and at the same time give excuses for not being able to wait until the demonstration is completed. This plan gives the salesman a chance to tell his complete story.

The actual demonstration in the store follows this pattern: The salesman asks the prospect to help load the clothes into the Laundromat. He tells the prospect what temperature of water is needed and what length of washing time is needed, and lets her set the dial. He invites her to add the soap and water softener. This process takes only a few minutes and is a graphic demonstration of the ease of automatic clothes washing. By entering into the demonstration, she learns how easy it is to wash clothes in the Laundromat. It helps prove a vital part of the Laundromat selling story—that the automatic machine will save a lot of work. And when she tells her husband that "I washed a load of our clothes in the Laundromat," that has a much greater force than to have her say she watched a demonstration of the product.

While the clothes are washing in the Laundromat, the salesman has approximately 30 minutes during which to tell his sales story. He invites the prospect to be comfortably seated and, as the machine washes, the salesman brings out the selling book, "Wash Without Work," which tells the complete story on the Laundromat. This book was specifically designed to be used by a salesman

IN THE DEMONSTRATION ROOM, the salesman turns wash over to the housewife, lets her wash while she is dressed in street clothes. It's wash without work.





HER CLOTHES are washing, so the Missus will stay for the complete demonstration and be ready for a second talk at home.

But talking turkey is not always easy. Many times even experienced salesmen have had some difficulty opening conversation with the man of the house. Remember, though, this salesman has an armful of the prospect's clean, dry clothes. These clothes give him a graceful way to open the conversation. Something like this: "Mr. Prospect, I suppose Mrs. Prospect told you about washing and drying a load of clothes in the new Westinghouse Laundromat and clothes dryer. I have that load with me and I want you to see how clean your shirts are. And look at this bath towel and feel how soft and fluffy it is after being run through the automatic clothes dryer."

We also know that Mrs. Prospect has done a good job of softening up her husband long before the salesman arrives. After all, she used the machine. She saw the results. And she received a good presentation from the selling book. Between Mrs. Prospect and the salesman there is a common bond that will make the sale easier to complete.

That, in a nutshell, is the story of "Demonstrate to Sell." It is a free flowing approach to selling that lets the product prove its worth and sell itself.

Demonstration is nothing new. The side show barker does more business when little Eva comes out front to shake her hips and demonstrate her charms.

We sincerely feel that in the coming days of competitive selling the dealer and retail salesman who do the convincing job of demonstrating, their merchandise will get the sale.

Let's give the product a chance to sell itself.

in front of a prospect and answers all questions that a prospect might ask. The salesman goes through the book page by page, getting commitments from the prospect as he proceeds.

Prior to starting his sales story on the automatic washer, the salesman does one more thing: In the demonstration room the dealer will install the new Westinghouse clothes dryer. The salesman introduces this new product to the prospect by suggesting that although she may not purchase a dryer today, some day she might be in the market for one. With that, he puts a load of partially dampened store clothes into the dryer, starts the machine and then forgets it.

The salesman is now making two demonstrations. One, on the Laundromat for a sale today, and one on the dryer for a sale some day.

By the time the salesman and his prospect have covered the Laundromat selling book, both the Laundromat and dryer will have completed their work. From here on in, the salesman should let the Laundromat take over to complete the sale. He lets the prospect open the door of the Laundromat. She takes out her own clean clothes, examines them, smells the clean odor of the freshly washed clothes—and decides for herself that they are really clean and that she would like to own one of these automatic washers. However, since this is a relatively big-ticket item, she feels she must sell her husband on the purchase.

One problem the retail salesmen always have experienced is getting

to see the man who holds the purse strings. In this "Demonstrate to Sell" program, the automatic clothes dryer furnishes the logical answer. The salesman merely says to the prospect, "I don't believe that you would want to carry home those damp clothes. Leave them with me and this afternoon I'll run them through the clothes dryer and bring them out to your home this evening." Few women are going to pass up an opportunity to have clothes dried and brought to their homes. Most important, it is a logical way for the retail salesman to re-enter the home of the prospect and talk turkey with the man and wife.

FAMILY CONFAB: The sale comes easier when the Missus says to her husband: "See how I washed your dirty shirts."





PANTRY REPLENISHER . . . if the names "Jello" or "Sanka" register on your consciousness Mrs. E. B. Myers—known to most as Bobbie—probably gets a lot of the credit . . . She's director of advertising for General Foods Corp., and don't refer to her as a "career woman!" Bobbie Myer insists that she, for one, *works* for a living. The University of Illinois sent her out into the world with a Phi Beta key; she's been working every day since—first as a publicity writer for American Red Cross, then (toughest of all) as a free-lancer. Next, for two years, she was ad representative for Lord and Taylor. Nearly 20 years ago she hooked up with General Foods. By 1934 she was director of Consumer Service and for awhile she held the title of vice-president of the former Sales Company . . . Home is a farm at Pawling, N. Y., a stone heave from a Mr. Tom Dewey. There she dons a smock and deals with the Hardy Perennials.

They're in the News

THIS IS YOUR FATHER, DEARS . . . Anytime Mrs. W. A. Marsteller introduces the two little Marstellars to their Pop, he won't be surprised. Papa is a travellin' man. He's also the newly-elected chairman of the board of National Industrial Advertisers Association. Not only that—he's manager of advertising for Rockwell Manufacturing Co. The two conspire to keep him riding the rails. But its o.k. by him. Hard work is his habit. He worked his way through college as a newspaper reporter and ad manager of a men's store. Then he sold insurance. Delighted to discover that *rara avis*, a guy who shows no sign of being intimidated by labor, Edward Valves, Inc., signed him as advertising and sales manager. Four years later, with the salesmen's tongues hanging out and the sales charts reaching for the ceiling, they made him v.-p. in charge of sales. At Rockwell, parent to Edward Valves, he runs the Market Research Dept. serving the company's 13 divisions. Still finds time for service as Press Box steward at all Chicago Hockey games. That's not work.



ANTI-PATER OR ANTICIPATER? . . . LaMotte T. (for Turck) Cohu (rhymes with you-too) didn't take his Father's advice—and made a million by refusing! Papa told him to stand on his own two feet. But how can you—5,000 feet in the air? For L.T.C. happens to be the new president of T.W.A. If you take the long view, maybe the Pater did anticipate . . . Born in N.Y.C., LaMotte Cohu was the son of a successful lithographer. His first call-to-the-clouds came when he was at Princeton. There was an aviation school nearby; he took lessons on the sly. During World War I he was a Navy aviator, carried flying over to civilian life, becoming a Florida airline operator. In '39 he helped found Northrop Aircraft, Inc. For every dollar invested in the company there are now assets of \$4.02. It was through his efforts that Northrop established an industrial therapy program at a vet's hospital during the early war days. Patients worked in a machine shop, some of them from a bed, on small assembly tasks. They helped build the Black Widow night fighter.



HOW TO BE A WIFE . . . and a career woman has never bothered Harriet Edmunds. Solution? — "Go into business with your husband!" She's president of The Chartmakers; he's v.-p. They do our Pictographs. This year marks the tenth anniversary of Chartmakers as a name—tenth, too, that they've turned out Pictos for us. Fifteen years ago when Harriet was free-lancing she brought us some samples. Five years later—which proves we're human and err—we decided she had something there, tossed her a commission. We're still together, still in love. . . Mrs. E., a quiet lady who manages to keep her head when everyone else is losing theirs, started her work whilst studying at Cooper Union. Her prof had a friend; the friend, who made charts, wanted an assistant. Then marriage intervened (not to the prof.). And she and her husband, smitten with The Land, went off to Cornell and studied farming. Lean years on a farm of their own followed . . . The Chartmakers came later—so did four grandchildren. Now they have 300 clients, a staff of 30. And they farm — on weekends.

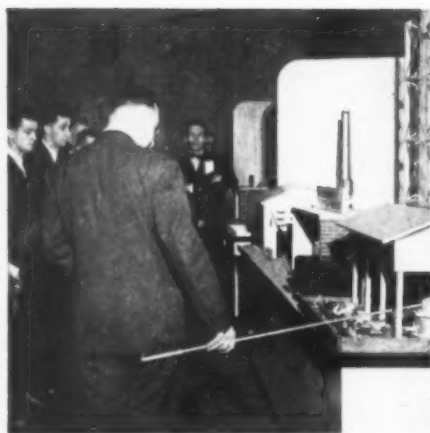


By
Harry Woodward, Jr.

WHO'S WHO OF ESSO TRAINING CENTER: (l-r) H. D. Kolb, ass't. mgr., who set up center (right); William Naden, director of company, in charge of employe relations; D. V. Ward, director of training center; and E. R. Chappell, manager of Esso's training division.



Esso Trains Men for Better Jobs

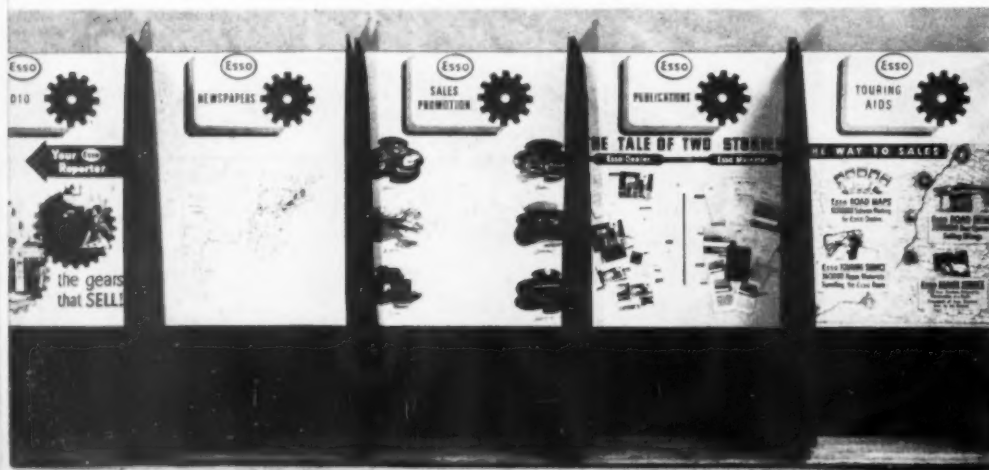


TELL IT WITH VISUAL: A working model (above) saves hours of training time in explaining cracking process to trainees.

A training center to help employes of various levels qualify for more responsible jobs has been set up in Elizabeth, N. J., by Standard Oil Co. of N. J. Housed in a three-story brick building, its classrooms have been designed for group discussions along conference lines, rather than for dry-as-dust lectures. An exciting array of visual aids has been assembled, from miniature models of plant operations to a full-sized Esso station. The program makes use of many training techniques which proved effective in wartime.

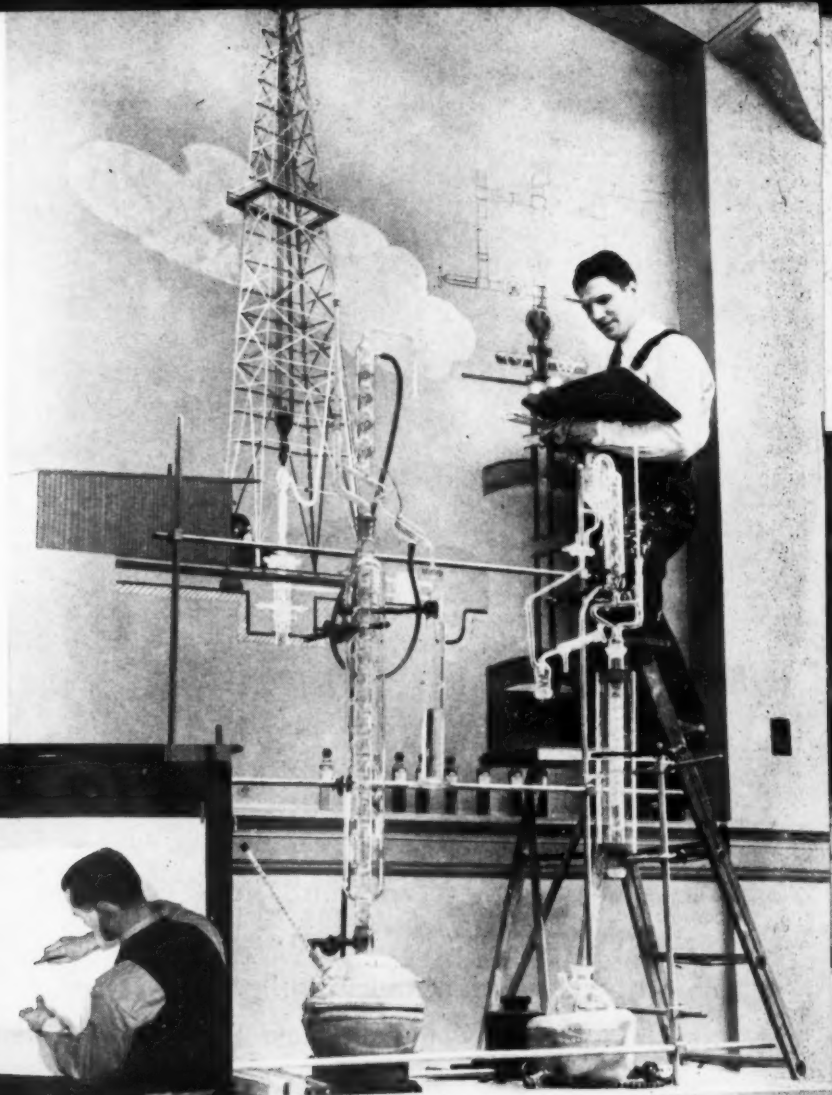
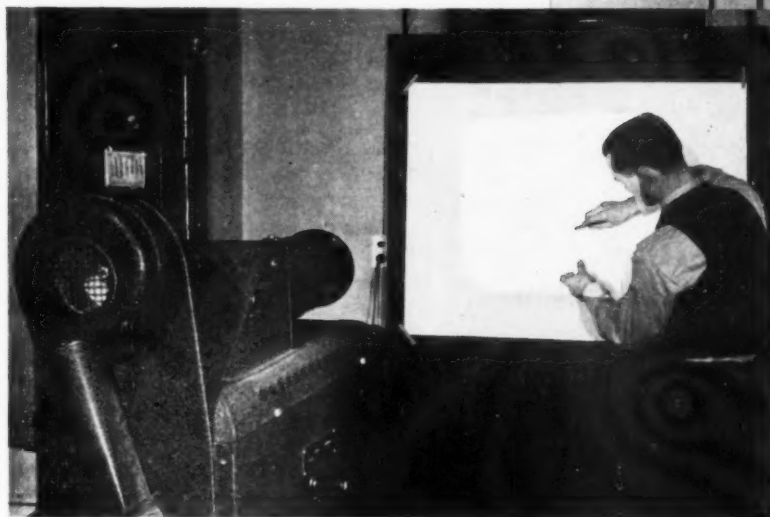
Though Standard Oil of N. J. has had on-the-job training for years, with each of its units maintaining its own separate program, the new Center will take over certain training activities which can be most efficiently handled in one centralized point.

The Center has a permanent staff of eighteen, men of considerable experience with the firm and a background of teaching as well. Representatives of top management and other specialists with the company will be called upon as needed to supplement the permanent staff. Selection of students is controlled by management of each unit, in coordination with its own individual training plan. From present indications, there will be a long waiting line for opportunities to take advantage of what the Center has to offer.



MARKETING AIDS: Panels in the product room simplify Esso's sales promotional plans for men taking the course.

SHORT CUTS: An opaque projector (below) is one of many wartime aids used to relate the Esso training story. The mural (right) depicts organization of oil industry. In foreground is model fractionating tower.



RETAIL TRAINING: A full-scale model (below) of an Esso station is used to teach employees how to help Esso's independent service station operators get the most out of retailing. Here, press gets preview.



PRODUCT ROOM: Not all industrial salesmen are concerned with oilburners, but they all get some instruction in the fuel oil and oilburner section (above) of center.



Where to Look For Big Buyers In Chicago

Battalions of buyers are constantly trekking to the Windy City to attend its "shows," "markets" and "fairs." And a sizable group of resident buying offices* are signing orders for merchandise that annually runs high into the millions.

Company-owned resident buying offices in Chicago purchased more than \$100,000,000 worth of merchandise in 1946. One office alone bought approximately \$30,000,000 worth of goods. Commission and fee offices, operated independently and buying for one or more stores, purchased probably about \$15,000,000 worth of goods though this latter estimate may be a bit vague. Resident buying has developed into Big Business.

It started 21 years ago when the Associated Merchandising Corp., a company-owned organization, opened a buying office in Chicago. About the same time Buying Service Co. opened on a fee basis. The idea was encouraged by the Chicago Association of Commerce and Industry which early came to see what representation would mean to local manufacturers.

Today there are no fewer than 12 important company-owned resident buying offices in the city, each oper-

ating with a staff of buyers. And 14 other buying offices operating on a commission, fee or brokerage basis are listed. Some of these buying organizations cover the entire range of goods wanted by large department stores or chains; others are highly specialized.

Certain buying offices comb the furniture field; others specialize in house furnishings, women's wearing apparel, housewares, sporting goods, shoes, etc. In the larger buying offices which maintain considerable staffs, specialists in a variety of lines are employed. Some have spacious display rooms, and periodically invite manufacturers to bring in their lines for showings. At such times scores or hundreds of store buyers, from stores represented by the resident buyers, may sit in on conferences and pass on the merchandising values of the goods shown. In this way the resident buyers and store buyers are able to pool judgment.

The same thing happens in a far bigger way whenever trade shows are held in Chicago. Chicago is the greatest center of trade shows in the United States. It is roughly estimated that the various trade shows held here attract more than 300,000 buyers each year.

While Chicago is a supplier to the

entire Nation, its primary market is that territory between the Alleghenies on the east and the Rockies on the west, and from Canada pretty well down toward the Gulf. It is by far the greatest inland mass production center in the United States. These figures made available by the Chicago Association of Commerce and Industry will give an idea of its size:

Value of manufactured products, Chicago industrial area.

Year	Totals
1929	\$5,397,000,000.
1933	2,185,230,000.
1935	3,316,000,000.
1939	4,277,815,000.
1943	11,420,000,000.
1944	11,900,000,000.
1945	10,400,000,000.
1946	9,400,000,000.

Value of Chicago wholesale sales

Year	Totals
1929	\$5,870,166,000.
1933	2,315,720,000.
1935	3,269,729,000.
1939	4,080,415,000.
1943	7,440,000,000.
1944	7,700,000,000.
1945	7,800,000,000.
1946	9,400,000,000.

Because of the vast volume of this great Chicago market, resident buyers, limited in number as they are, can hardly make a dent in it. So they usually become specialists. They bird dog to find items and styles.

SALES MANAGEMENT

(*This article is a companion study to previous articles on buying offices in New York and Los Angeles. See "New York Buying Groups Increase Department Store Memberships in 1946," SM, May 1, 1946, and "Los Angeles Now Rates as Major Buying Center," March 15, 1947.—The Editors.)

They lead and guide store buyers. In this way they *sell*, probably, millions of dollars worth of goods monthly that actually do not show on the books of their offices.

Twenty years ago, shortly after the first buying office was established in Chicago, the Chicago Association of Commerce realized how a strong group of such offices might benefit the manufacturers and wholesalers of the city. A campaign was started to increase their number. The idea at the time was new and the market felt that the innovation might be dangerous in some way. The new buying offices were overturning custom and practice and why do that?

The association soon found that it had two jobs to do: (a) To quiet the fears of those who felt they might be adversely affected; (b) To get the offices. One after another the offices were established. Company controlled offices produced good results in the main. Commission or fee offices sometimes prospered and sometimes failed.

"Mostly the success of these offices has been in direct proportion to the amount of support and cooperation they have received from the stores they represent," observes Paul W. Kunning, manager of the Domestic Commerce Department of the association. "If the stores they supply show strong interest in buying in this market the success of the buying office seems almost assured if it has proper personnel."

Early last winter the leading buying office executives of the city organized an association with 17 charter memberships. These represent approximately 1,000 stores doing an

annual volume of about \$5,000,000,000 dollars. The officers elected were:

Dale L. Smith, manager of the Allied Purchasing Corp., president; Mrs. Eloise A. Hertzberg, president of Eloise A. Hertzberg & Associates, vice-president; M. N. Strass, manager of the Associated Merchandising Corp., secretary-treasurer. John J. Morrissey, vice-president and general manager of Arkwright, Inc., chairman of the executive committee. Other members of the committee are Mr. Smith and Si Jacobs, manager, May-Macy Buying Office; Jack Adams, manager, Frederick Atkins, Inc., and A. J. Levich, vice-president, Nat Gavender, Inc.

By far the greatest factor creating interest in the Chicago market is the series of trade shows which are held almost "around the calendar." These are arranged and developed as *buying shows*. Goods may be manufactured in the Chicago area or they may be wholesaled here. Either way they swell the Chicago market and leave profits in the city.

Among these shows are: Spring and Fall Market Opening, National Furniture and Home Furnishings Markets, National Housewares Show, National Shoe Fair, National Canners and Grocers Show, National Sporting Goods Show, Chicago Curtain and Drapery Exposition, Chicago Fashion Industries Openings, Chicago Gift Show, Chicago Men's and Boys' Wear Markets, Chicago Merchandise Fair, Chicago-National Wash Apparel Show, Chicago Toilet Goods Show, Chicago Wholesale District Council Openings, International Home Furnishings Markets,

Luggage and Leather Goods Exposition and The Style Exhibitors, Inc.

Besides these there are various lesser hotel shows and a number of manufacturers in the territory will hold their own exhibits to introduce their annual lines and new models. Often both buyers and company salesmen meet and mingle and sales or policy meetings are held.



ALEXANDER SMITH & SONS CO.: Floor covering buyers confer with Smith salesmen—a scene during a recent "market day."



LIGHTOLIER CO.: Manufacturers of quality lamps greet buyers in their showroom.



STRAUSS-ROSE CARPET CO.: Floor covering distributors chat with their buyers.

BIGELOW-SANFORD CARPET CO.: Visiting and resident buyers congregate in a corner of the \$100,000 show room in the Furniture Mart, Chicago.



The International Home Furnishings Market will be held in the Merchandise Mart on July 7 to 19; the Summer Furniture and Home Furnishings Market at the Furniture Mart on the same dates; the Chicago Housewares Markets at the Navy Pier on July 13 to 18. These three shows, adding up to one great sales exposition held in three separate centers, are expected to attract more than 30,000 store and chain buyers from all 48 states and Canada, Cuba, Mexico and other foreign countries.

Other "openings" and buying exhibits will start on August 4. Among them are the Chicago Fall Market Wide Opening, the 45th semi-annual event of its kind, sponsored by the Chicago Association of Commerce; also the Chicago Wholesale District Council's Exhibits and the Chicago Millinery Opening in individual showrooms.

Hotel and Mart shows, opening at the same time and operating as a



JAMES LEES & SON CO.: Small group of buyers eye elaborate display in Lees' Showroom, Chicago Merchandise Mart.

part of the general Fall Market Opening, will include: National Association of Variety Stores, variety

goods. Stevens hotel, August 4-7; Merchandise Mart Women's Wear Market, Merchandise Mart, August 4-8; Chicago Merchandise Fair, 5c to \$5 merchandise, Palmer House, August 4-8; Chicago Gift Show, out-of-town lines, Palmer House, August 4-15; Merchandise Mart Gift, Artware and Novelty Show, Merchandise Mart, August 4-15; Chicago Corset Market, Merchandise Mart, August 4-8; China, Glass and Pottery Show, Merchandise Mart, August 4-15.

The above group of markets, openings and shows are expected to attract about 22,500 buyers from all over the United States. These events mean sleepless days and nights for the resident buyers who must cooperate and dance attendance on the chain and store buyers who will be searching for products and analyzing their potential merchandising possibilities. Resident buyers, being on familiar grounds, are expected to act as guides and scouts.

Chicago Resident Buying Offices

Company-owned offices, buying for member stores only:

Allied Purchasing Corp., Dale Smith, manager, 222 W. North Bank Drive. Buys complete lines for Allied Stores Corp., representing 73 Allied units, department stores and chains which include Troutman's, Pomeroy's and C. C. Anderson Stores Co.

Arkwright, Inc., John Morrissey, manager, 222 W. North Bank Drive. Buys for 125 independent department stores scattered throughout the Nation. Mostly of medium to higher bracket volume sales.

Associated Merchandising Corp., N. M. Strass, manager, 222 W. North Bank Drive. Buys for 22 stores in the United States and 15 foreign countries. Among them, Abraham & Strauss, Inc., New York City; L. S. Ayres & Co., Indianapolis; Burdine's, Miami; J. L. Hudson Co., Detroit; William Filene's Sons, Boston, etc. In the foreign field, stores in Newfoundland, Australia, Argentina, Chile, Uruguay, England, Sweden and South Africa.

Atkins, Frederick, Inc., Jack Adams, manager, 222 W. North Bank Drive. Buys all lines for 36 Frederick Atkins, Inc., stores in the United States, Canada and Bermuda.

Firestone Tire & Rubber Co., 222 W. North Bank Drive. Buys for 670 company-owned stores plus the Firestone dealer organization which totals about 45,000 stores.

Gamble-Skogmo, Inc., Joe Krafthofer, manager, 222 W. North Bank Drive. Buys soft and hard lines for more than 2,200 company and dealer-owned stores in 25 states and four Canadian provinces and the Territory of Hawaii.

May-Macy Buying Office, Si Jacobs, manager, 222 W. North Bank Drive. Buys for 20 stores which include R. H. Macy & Co., New York City; The May Co. stores in Los Angeles, Cleveland, Baltimore and Denver; L. Bamberger, Newark; Famous Barr Co., St. Louis; Lit Brothers, Philadelphia; Maison Blanche Co., New Orleans; B. Lowenstein & Sons, Memphis; Loveman, Joseph & Loeb, Birmingham; Kaufman Straus Co., Louisville.

Interstate Stores Buying Corp., George Wheat, manager, 222 W. North Bank Drive. Buys for approximately 50 Interstate Department Stores in 45 cities and a few affiliated stores. Lines bought: furniture, floor covering, housewares and appliances.

Mutual Buying Syndicate, Inc., J. M. Cuthbertson, manager, 222 W. North Bank Drive. Buys for 52 stores and chains operating approximately 60 stores in as many cities.

Penney, J. C. Co., Inc., R. K. Janss, manager, 220 So. State St. Buys women's ready-to-wear for approximately 1,600 stores in the Penney chain.

Merchants' Trade Association, J. Stevenson, manager, 300 W. Adams St. Buys hard and soft lines for 10 department stores.

Western Auto Supply Co., K. S. Hall, manager, 222 W. North Bank Drive. Buys for 244 company-owned and 1,787 individually owned stores in 36 states. Lines: auto supplies, men's work clothes, farm equipment, radios, paints, sporting goods, etc.

Resident buying offices, commission or fee:

Buying Service Co., Ted Loban, Jr., manager, 222 W. Adams St., women's ready-to-wear and general merchandise.

Cox, Peg Miss Peg Cox, owner, 222 W. Adams St., women's ready-to-wear.

Gavender, Nat., A. J. Levich, vice-president in charge of Chicago operations, 300 W. Adams St., buys all lines for several hundred department stores.

Grigsby, Martha, Inc., Leon Sherman, manager, 222 W. North Bank Drive, women's ready-to-wear, furniture, housewares, accessories, for about 30 department stores.

Hertzberg, Eloise A., & Associates, Eloise A. Hertzberg, manager, 330 S. Wells St., women's ready-to-wear including coats, dresses, sportswear and accessories.

Kirby Block & Co., Inc., I. J. Soess, manager, 222 W. North Bank Drive, buy on request for department stores, specialty shops, etc., regular representatives for 50 department stores.

Leslie & Associates, John F. Mackay, manager, 222 W. Adams St., women's wearing apparel and accessories for approximately 70 department stores and specialty shops.

Levy, Sam, & Co., Sam Levy, manager, 300 W. Adams St., women's apparel for department stores and specialty shops.

Marizon & Rosenberg Co., Miss Elsa Meyer, manager, 309 W. Jackson Blvd., apparel for women and children; for specialty stores.

Mutual Buying Service, Mrs. Florence Kopel, manager, 309 W. Jackson Blvd., women's ready-to-wear for 122 stores.

Nelson, Gladys, Miss Gladys Nelson, manager, 222 W. Adams St., women's ready-to-wear.

Retailers Marketing Guild, M. D. Cramer, manager, 222 W. North Bank Drive, buys for approximately 400 furniture stores throughout the Nation. Among them Spear & Co., Pittsburgh; Stern & Co., Philadelphia; Peoples Outfitting Co., Detroit; Niss & Sons, Inc., Milwaukee; Puget Sound Furniture Co., Tacoma; Jacobs Furniture Co., Memphis.

Watson, George R., Co., George R. Watson, manager, 222 W. Adams St., women's ready-to-wear, sportswear and accessories for department stores and better specialty shops.

Yahr-Donen Corp., Miss Elberta Turnbow, manager, 309 W. Jackson Blvd., women's and children's ready-to-wear exclusively, including coats and suits, dresses, sportswear, lingerie and accessories, for department stores and specialty shops.

SALES MANAGEMENT



MELTING SCRAP LEAD from discarded telephone cable. It is smelted and refined at a Western Electric plant for reuse as cable sheathing.

He's cooking up telephone service



The salvaging of worn-out equipment has always been important in the telephone business. It's more important than ever right now.

For it isn't just so many pounds or tons of lead and copper and zinc and steel that come out of it. It's telephone service.

Every bit of recovered material helps to relieve shortages and enables us to build more of the telephone equipment that is so urgently needed.

That means better, quicker service for everyone. It also brings telephone service nearer to those who may have been waiting for a long time.

So salvaging is more than salvaging these days. It's the voice of a friend. A hurry-call to the doctor. A visit with someone in a distant city. Somebody's link with everything and everybody, everywhere.

BELL TELEPHONE SYSTEM



Can You "Breed" Profitable Business-Building Ideas?

Based on an interview by James H. Collins with
DON BELDING • Chairman of the Board of Foote, Cone & Belding

The minds within a business that are capable of doing creative thinking are human potentials of great value. Give them the stimulation—and the climate—and they can make rich contributions to economic well-being. Don Belding tells here how he "picks people's brains."

Several times a year, before the war, all the idea people in the Los Angeles offices of the advertising agency which later became Foote, Cone & Belding, went on idea hunts.

The agency was host to its idea producers at some mountain, desert or ocean resort, over the week-end. Along with rest and recreation, short sessions were held to develop sales and advertising ideas for the agency's accounts, those voracious and elusive entities that gulp ideas like hungry seals.

At these sessions, the ideas always came fast, and they invariably measured up to the agency's standard—which involves submitting every new idea to tests.

When the right resorts are again available, Don Belding, chairman of the board, says these parties in pursuit of ideas will be resumed. Mr. Belding has a philosophy of ideas which has grown up since he himself was an idea man and account executive, and it should be full of practical points for any executive who, like himself today, has to find people who can generate ideas, in mass production.

Here's the Check List

1. Ideas are the product of groups as well as individuals.
2. The group does not obscure the individual—it stimulates his* production of ideas.
3. Recruit young people already working with ideas—newspaper reporters and writers.
4. Get acquainted with their ability to play on a team, and also deal with sales and advertising ideas, which are different from others.

*Read "he or she," "men and women."

5. As they produce, give them credit and promotion.

6. Most important — help them combat the universal feeling of insecurity that is the plague of our times. Idea men are peculiarly vulnerable. Working with a group helps them feel secure.

Mr. Belding believes that idea men are born. You can act on that assumption, anyway, by hiring the boys and girls who, as children, liked to scribble stories, draw pictures, caricature people, and put on pin shows. They liked to work with their imaginations where other kids enjoyed sawing the legs from under the piano. When they left school, they found jobs in newspaper offices, or radio, or the movies, where imagination could be applied.

If you make it a rule to hire writers for your idea group, you can hardly go wrong. Mr. Belding has that preference himself.

Put them to work at the bottom. Nowadays that is not sweeping out the agency, but plugging away at detail work in the media or research

departments. If your recruit thinks such work beneath him, with his experience in reporting, he is generally right, won't be happy there, had better quit.

Young writers starting in news, or stories, or articles, often find it hard to switch to the sharply focused, condensed advertising and sales idea. And they may be right. Many a story writer who insisted on having his head, and succeeded, would have made an indifferent idea man for an agency.

If your recruit likes advertising, before long he will make an important discovery—that most advertising and selling ideas start with a problem. Ideas are generally the answer to that problem—or one answer. Develop your answer, test it in a small area, and you may have a bang-up advertising idea, one that sells.

A Typical Problem

Here's a typical problem that arose years ago:

Lemons grow in winter. But people use them mostly in summer. If people could be persuaded to use more lemons in winter, it would be a grand thing for the California lemon growers.

Somebody, maybe an idea man, maybe a group, encountered an old grandmother's recipe for "feeling good," which was to drink the juice of a lemon every morning, a mild, handy and harmless laxative. Plenty of old people knew that, but hardly any young people, and especially young mothers.

If the general population could be led to try it for 10 days, and feel better, there was an all-year use that would sell a lot more lemons. This idea was tested, proved sound, and countless advertising ideas have since grown out of it, new ways of arresting people and selling them on simply trying the thing for themselves, "Try it 10 days. . . ."

Another typical idea of yester-year: There was a new gasoline to be introduced, it had strong advertising merits, which were to be impressed upon motorists by newspaper and outdoor advertising copy—but there was still one copy problem. That was,



Where **MASS** is Class



MASS IN THE MIDWEST Is Class in the NATION!

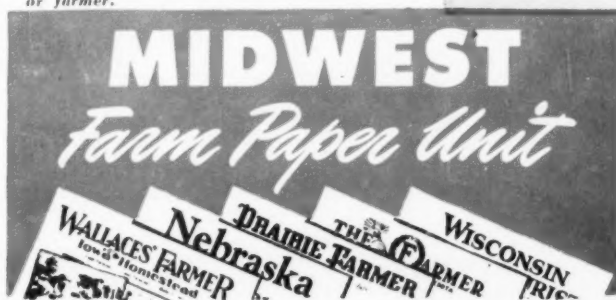
Bureau of Census Survey Proves Midwest Farm Paper Subscribers are Tops

How do farmer subscribers to the Midwest Farm Papers stack up against the average farmers of the nation? The Bureau of Census made at the expense of Midwest Farm Papers, Inc., a scientific, unbiased compilation from the 1945 Census of Agriculture of the characteristics of 7,714 Midwest Unit farm subscribers.* The findings demonstrate that this subscriber group stands head and shoulders above the national average farmer, showing higher investment, higher production and greater buying power per family.

This 8-state CLASS market demands the MASS COVERAGE you get with your advertising in the MIDWEST FARM PAPERS. Dont underestimate

this great market. Mass coverage in the Midwest gives you the class farm market of the nation.

* Compilation performed by employees of Bureau of Census as Bureau of Census is prohibited by law from disclosing any information relating to an individual farm or farmer.



INCOME MUCH HIGHER

Here are the U. S. Census Bureau figures which underline the fact that the mass Midwest farm market is the class farm market of the nation.

Key: 1945 Census U. S. Average equals 100

	U. S. Average	Midwest Subscriber Average
Average Gross Income Per Farm	100	191
Proportion of Farms over \$6,000 Income	100	273

NEW YORK
250 Park Avenue

CHICAGO
59 E. Madison Street

DETROIT
542 New Center Bldg.

SAN FRANCISCO
Russ Building

LOS ANGELES
645 S. Flower Street

Wallaces' Farmer and Iowa Homestead • Nebraska Farmer • Prairie Farmer • The Farmer • Wisconsin Agriculturist and Farmer

JULY 1, 1947

how to clinch all these arguments at the point-of-sale?

In that day, Mr. Belding was the account executive, and it was his own problem, producing an idea that would arrest the motorist at every service station carrying the new product. Mulling it over, he was passing a movie theater. In front flapped an enormous banner: "John Barrymore—Today!"

"Why not banners?" suggested subconscious. They were absolutely new on service stations. Also, they moved with the wind. Banners on stations where the motorist could try

the new gasoline clinched the printed advertising he had been reading. That idea came, as they say, by "inspiration." Or did it?

Mr. Belding admits that most of his own ideas have come that way, and that most of the idea men he has worked with depend upon this subconscious mind, or whatever it be called.

But inspiration seems to work best when there is a lot of conscious preparation. You must supply bricks and mortar. The base of your problem should be clearly defined, and all the information you can obtain be

assembled. You can do preparatory work until you are sick of the whole subject, and decide to forget it—and then the subconscious mind has your solution in the morning, or hits you with it in broad sunlight, next afternoon, on Wilshire Boulevard.

How this thing works is not yet very well known. That it does work, nine idea men in 10 will testify, as a result of their own experience. Men who depend upon inspiration for ideas to hold jobs are pretty certain to be haunted by the fear of insecurity. Helping them combat this fear is maybe half of Don Belding's philosophy of ideas.

Two Reasons for Fear

The fear of insecurity is twofold in the case of idea men, and advertising.

First, we have the general feeling of insecurity of our times. Maybe Grandad was happier, maybe not, but this generation is haunted by the barbarities of two wars, has lost a lot of faith in man. The individual is lost in crowds, everywhere; his job, and its rewards, is a remote-control proposition; his employer a business organization, his work and promotion are perhaps governed by executives he has never seen . . . and so on.

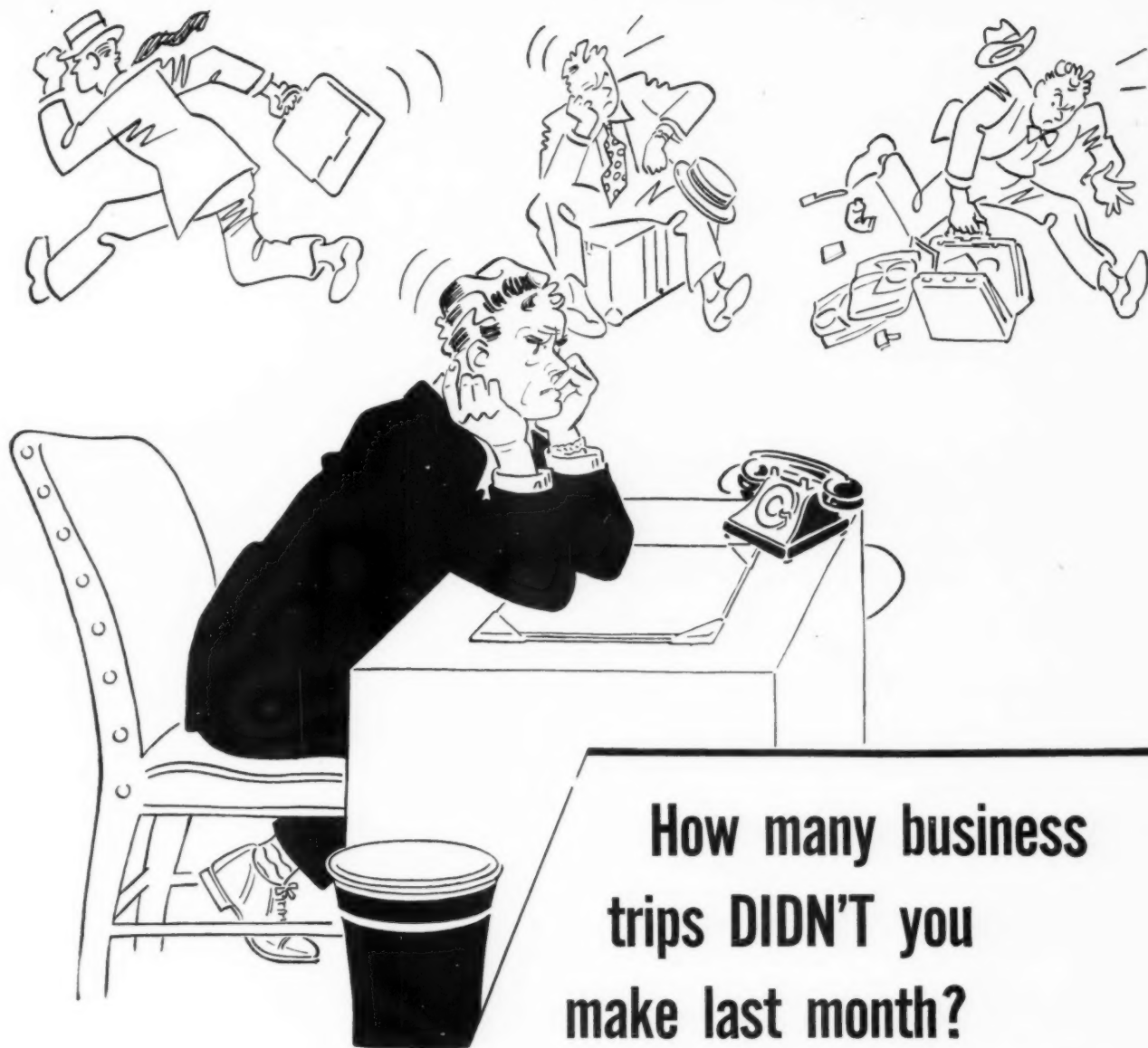
Second, there is the insecurity of vocations such as advertising, writing, publishing, radio, the theater, music, the arts in which personality still counts, and can find a market, but where the finest triumph is potent only today, and tomorrow it will be necessary to make another success.

An editor once compared his work with manufacturing. Taking breakfast cereal as an example, he pointed out that, with the product once approved, it could be made the same day-after-day. But with a magazine, once OK'd and published, it was dead, and you had to start planning

"STRICTLY
BUSINESS"
DUN'S REVIEW



SALES MANAGEMENT



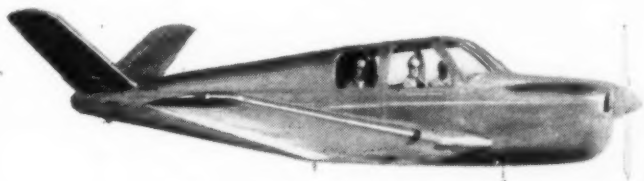
How many business trips DIDN'T you make last month?

● Business travel, by ordinary methods, is a colossal time-consumer. The result is that thousands of business men travel *less* than they should. Their good intentions of "getting out in the field" are more honored in the breach than in the performance.

To solve this problem, Beechcraft has engineered a revolutionary new four-place business plane—the Beechcraft Bonanza. Its 172 mph cruising speed literally condenses business travel to minutes instead of hours. When you *must* go, you *can* go. And you wing your way cross-country in quiet, luxurious comfort—never tied down by inflexible schedules, or departure times not of your *own* making.

And in the process of letting you accomplish much *more* in a given length of time, the Bonanza can actually save traveling expense. Operating costs can be as low as one cent per passenger mile!

Beechcraft distributors are located in key U. S. cities. Get in touch with the one nearest you for the facts and figures you need to evaluate the worth of Bonanza transportation to your business. We are now delivering Bonanzas on the large backlog of firm orders created by the heavy demand for this airplane. Additional orders will be filled in the sequence received. Beech Aircraft Corporation, Wichita, Kansas, U.S.A.



Built for Business—Four luxuriously comfortable seats. Sound-proofed—quiet as an open-window car at 55! 172 mph cruising; 750 mile range. Fully equipped—radio, lights, flaps, etc.

BEECHCRAFT
BONANZA
MODEL 35

RETAIL SALES UP 1½ TIMES NATIONAL AVERAGE!

Attention! Mr. Advertiser — Mr. Space Buyer: Here are compelling facts which you should consider when selecting your newspaper media in the South's Number 1 State.

- Retail Sales are up 172% over 1940 in our trading area.
- Retail Sales are up 141% over 1940 in Forsyth County.
- Retail Sales are up 142% over 1940 in Winston-Salem; — Almost \$80,000,000. in 1946!

U. S. average gain in Retail Sales over 1940 was only 123%.

All this adds up to one vital conclusion.

Winston-Salem is a "must" market for advertisers with something to sell in North Carolina!

JOURNAL and SENTINEL
Winston-Salem, North Carolina

National Representative:
KELLY-SMITH COMPANY

Circulation of the Sunday Journal and Sentinel now exceeds 50,000!



Only \$95.00 to \$102 a month to place an advertisement for an industrial product in **Industrial Equipment News**... the spot where more than 52,000 specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan"

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company
461 Eighth Ave., New York 1, N. Y.

CCA



NBP

a new magazine tomorrow morning.

This holds true in the advertising business. It demands fresh young talents. The idea man getting along in his thirties, with a family to support, and educate, will have seen a new generation come in, with new ideas, and not too much tolerance of the "old generation" — that's him. His zest in production is not so keen as it used to be. He is bound to think, at times, about what would happen if his ability to produce ideas, the mysterious "inspiration," disappeared.

This is the fear that singers have, of losing their voices, and in advertising as well as opera, it results in "prima donnas." Understand that, says Mr. Belding, and you will deal more sympathetically and intelligently with people who produce ideas.

Combats Insecurity

He has found that the feeling of insecurity, in the times and also in one's occupation, can be combatted in two ways:

First, by giving idea people credit for good work.

Second, by keeping them conscious of the team.

When the arresting idea for the XYZ campaign is turned in by Jim James, let his account executive plainly admit that it is good, and that it was his idea.

When the XYZ campaign breaks, in all its glory, after weeks of idea-development, writing, art work, conferences, let everybody who contributed to the total result be told that his or her work counted, and was not lost sight of.

If the vice-president in charge of ideas does this, and can report that the client—yea, even the client!—was impressed by the original work that shows up in his new campaign, so much the better. But the account executive ought to do it.

Here will sometimes come in a dog-in-the-manger kind of executive who gives nobody credit, but hugs it all to himself. A well known human type, found in every hundred people, he has never learned to use the stimulant of judicious praise. Dependent himself upon the production of ideas, he is acting against his own success, by drying up the sources.

There is nothing so fatal to the atmosphere in which ideas are produced as the feeling, "What's the use? No matter how good my work, nobody is ever going to hear about it."

Mr. Belding is confident that the boost in idea voltage at the pre-war week-end parties was due largely to the team feeling. When idea people

work together in conference; when they go into a huddle to lick a tough problem; when Jim James suggests a different angle on Will William's idea, or the feminine slant is added by Minda Moore—that is the team working together, and it gets ideas in greater abundance, and better ones, than would come from the same individuals working alone. The total is greater than the sum of all the parts.

Belonging to a good team, the individual feels better able to face life, and its insecurity, on his personal abilities. Teamwork also leads idea men to work together, as writer and artist. Tiptop advertising ideas can be spoiled by unskilled art work, and the artist needs good ideas from writers, and often cooperation in working them out.

When ideas are coming fast, Foote, Cone & Belding lets them flow without criticism. It is understood that some will be superficial, too clever, hard to develop, out of tune with policy—that maybe 20 ideas will be born, for one that grows up.

As long as the suggestions are based on the sales and advertising problems of the agency's accounts, everything is accepted. While ideas are flowing, it's not the time for critical appraisal.

Select Best Ideas

Later on, some of the ideas have cooled, others are lightweight, 20 will simmer down to maybe four, and one in that four stands out so far that it is selected for testing. From this point, nobody in the Los Angeles office of Foote, Cone & Belding ever bothers his head about whether an idea is good or bad. It is put into shape for a local test.

Grandmother's lemon juice recipe for feeling good appears in the newspapers of one city, or a region, other media are added, until a complete national campaign has been built in miniature. Retailer cooperation is secured, in displays, and attractive pricing of lemons, and after the campaign has run long enough to produce results, the sale of lemons in that area tells the story. A larger test area may be used, to make certainty double-sure, and then the idea is used nationally. In the case of Grandma's old-fashioned "picker-upper," it has proved good over the years—something the world would be poorer for having forgotten.

In the Foote, Cone & Belding shop, nobody asks, "What do you think of this for a lemon advertising idea?" They test it. If it sells more lemons, it must be a good idea.

SALES MANAGEMENT

*We've Always Felt this Way, Mr. Drake**

... quoted from a recent ABC broadcast for Kelloggs, by Galen Drake:

WHAT IS A CUSTOMER?

A customer is the most important person ever in this office or store, or factory, either in person or by mail.

A customer is not dependent on us. We are dependent on him.

A customer is not an interruption of our work; he is the purpose of it. We are not doing him a favor by serving him; he is doing us a favor by giving us an opportunity to do so.

A customer is not an outsider to our business; he is part of it.

A customer is not a cold statistic . . . a name on a filing card or a ledger sheet. He is a flesh-and-blood human being, with biases, prejudices, feelings and emotions like our own.

A customer is not someone to argue with. Nobody ever won an argument with a customer.

A customer is a person who brings us his wants. It's our job to fill them profitably . . . to him and to ourselves.

- * Our customers are two . . . the people who listen and the advertisers who buy our time.
- * How well KRNT has served the people who listen has been demonstrated again and again and again by C. E. Hooper, Inc.
- * How well KRNT has served its advertisers is demonstrated by the fact that men in advertising offices throughout the nation say, "It's profitable to do business with the Cowles station in Des Moines."

KRNT

A Cowles Station • DES MOINES

Represented by
THE KATZ AGENCY

KRNT IS AVAILABLE WITH WHAX AND WMT AS THE MID-STATES GROUP.
ASK THE KATZ AGENCY FOR RATES.

TO THE KEEPER OF THE ADVERTISING BUDGET

Here's how to have a constantly increasing appropriation, more effective campaigns, a climbing sales volume—

**ALL WITHOUT
ADDED
EXPENDITURE!**

Since dealer signs continue working years after they have paid for themselves, investing only 10%† of your advertising appropriation in Artkraft* dealer signs annually results the fifth year in your having the equivalent of an appropriation one and one half times as great as your actual annual expenditures.

(†After several years' experi-

ence of using dealer signs, some leading national advertisers are budgeting more money for dealer signs than for any other medium)

A dealer sign program affords point - of - purchase identification, makes other forms of national advertising 5 times as effective and can increase your sales 14.6**.

IMMEDIATE DELIVERY ON QUANTITY ORDERS

Certified audited records show Artkraft* signs to be 999/1000 perfect over a period of years. We now offer through new streamlined production methods the finest signs ever produced at the lowest cost in history. Exclusive Underwriter approved features include: Porcel-M-Bos'd letters raised out of the heavy sheet steel, producing a sign 75% more attractive and readable; all welded and electro-galvanized frame construction; bonderized and baked synthetic enamel or porcelain finish. No exposed bolts. Removable streamlined front end permits servicing without a

screw driver. Copper bus bar replaces insulated tension cable. Tube sections rest on (not against) tube supports, effecting the first positive tube mounting. This provides a definite centering where tubes enter the sign, and makes unsightly bushings unnecessary. A phosphor bronze spring clip on the end of the electrode has a fork-like end opening for easy, positive contact with the bus bar and quick removal for service. Cold cathode fluorescent tube grid, illuminates dealer's name panel, eliminates lamp replacements.

For a quarter century we have regularly served countless leading merchandisers including Westinghouse, Frigidaire, Delco-Heat, Kelvinator, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont, and many others.



**SIGNS OF
LONG LIFE*
FOR
QUANTITY
BUYERS**

*Trade Marks Reg.
U.S. Pat. Off.
**Proved by actual
audited research.

THE ARTKRAFT* SIGN COMPANY

Division of Artkraft* Manufacturing Corporation

1000 E. Kibby St.

Lima, Ohio, U.S.A.

THIS COUPON FOR YOUR CONVENIENCE

THE ARTKRAFT* SIGN COMPANY

Division of Artkraft* Manufacturing Corporation

1000 E. Kibby St.

Lima, Ohio, U.S.A.

Please send, without obligation, details on
() Artkraft* outdoor dealer neon signs.
() Artkraft* Porcel-M-Bos'd store front signs.

NAME
FIRM
CITY

Promotion

Steady as She Goes . . .

It's WEEL, Boston, which would remind you that it's going steady—with the Boston radio audience. To tell its story the station has an elaborate, beautifully illustrated (in 18th Century water color) booklet which dips into such things as Clipper Ship history and the Boston audience. At the book's end is a list of 53 advertisers who "sailed to profit" over the station's airways during a special test week.

Three of 'Em . . .

And all from KQW, San Francisco. These are folder-size pieces, one showing the station's Effective Market (figures from S.M.'s *Survey of Buying Power*), the second being a Daytime and a Nighttime Audience Map and the third, a reprint of advertising, the Story of KQW's Effective Market.

Vacation Time

Three out of four subscribers to Capper Publications plan to take a vacation before year's end; August is the most popular vacation month; California, Florida and Washington State are the most popular spots; autos the most favored transportation. These are a few facts culled from Vacation and Travel Survey, conducted by Capper Publications, Inc., Topeka.

The Negro Market

It has grown up . . . It also has a \$10 billion annual income . . . The Interstate United Newspapers, Inc., 545 Fifth Avenue, New York City, has a valuable study of the Negro market. They'll send you a copy.

The Builders' Market

"The Unprejudiced Story of the Builders' Function in the Light Construction Market," is an article defining the various types of builders who make up the light construction market, briefly analyzes their separate and manifold functions for the information of manufacturers of building products and for their agencies. It's available from Industrial Publications, Inc., 5 South Wabash Avenue, Chicago, 3.

The Business Periscope

This is an outline of the business potential for Southern California during the five year period between 1946 and 1950. It was prepared by the *Los Angeles Examiner*.

SALES MANAGEMENT

Break for Butch...

The hospital sent him home. Incurable leukemia left six-year-old Eugene "Butch" Davis little more time to live...and the doctors said the less exertion, the longer he'd last.

Butch's father drives a truck, isn't home in the daytime. His mother weighs 95 pounds, found lifting the boy quite a chore. A borrowed wheel chair could mean borrowed time for Butch.

The Sun heard about Butch, printed his picture and story on Thursday, May 22... gave his aunt's phone number because Butch's home had no phone..."It never stopped ringing for two days. I finally had to leave the house," she said later.

Within forty-eight hours, scores of wheel chairs were offered to Butch, some from as far away as Davenport, Iowa. Butch is mobile now, and jockeys around without help from his mother...He also has a comfortable hospital bed which can be cranked up or down, to his delight... a canary, pajamas, toys, a growing collection of letters with bills enclosed, and proffered financial aid for further medical treatment from the Sherwin Pessin Leukemia Research Foundation.

THE SUN gets action in Chicago...for a good cause, and a good product. Read and respected by people who want it, at a premium price of 5c per copy...Sun readers have convictions,



and cash to back them up. And there are enough of them—350,000 circulation daily, 450,000 Sunday—to make The Sun a medium of consequence... a mainstay for Chicago department stores, carrier of one-third of all full-run advertising of Michigan Avenue shops, a profitable producer of sales and prestige for the national advertiser.

And while Sun circulation doesn't reach all of the Chicago market... today no advertiser reaches all—or much of the best brains and buying power—of the market without The Sun!

THE CHICAGO SUN

400 West Madison St., Chicago 6, Ill.
250 Park Avenue, New York 17, N. Y.

Mr. Salesmanager..
**HERE'S THE
 SHOT-IN-THE-ARM
 FOR YOUR SALES
 DEP'T!**

There's almost a hypnotic lure about the Porto Baradio. Every salesman who sees one wants one. By all odds it's the swankiest trick of the year . . . a terrific contest award. This exclusive two-in-one combination is a masterpiece of practical design; slickly serves liquor and song in the modern manner. Richly equipped with a beautiful 21-piece gold-edged bar accessory set, PORTO BARADIO is ingeniously built around a fully protected STEWART WARNER accoustically perfect radio set. Soundly constructed of stain-resisting jewel-bright plastic.

DEALERS ARE IN ON THE DEAL TOO!

Several companies are cashing in still further on the lure of the Porto Baradio. They are offering them as prizes to dealers, distributors, franchise holders, etc. for substantial increases in orders. And they are getting them, right down the line.

Yes, the day of sales-stimulation is back; and the Porto Baradio is proving a most welcome and amazing sales force stimulator.

What Porto Baradio is doing for other salesmen, it can do for you. To quote one of them "It's terrific!"

AVAILABLE IN 2 COLOR COMBINATIONS
 Walnut with Ivory Trim; Ivory with Gold Trim

This coupon brings a Porto Baradio to your desk,
 or write on your business letterhead.

Gentlemen:

Please send me your Porto Baradio () Walnut Finish with Ivory Trim, () Ivory Finish with Gold Trim. It is agreed you will bill our company later, and that I have the privilege of returning the Porto Baradio within 2 weeks, receiving full credit for same.

Firm Name.....

Address.....

City..... Zone..... State.....

PORTO BARADIO

BY STEWART WARNER

THE ONLY COMBINATION PORTABLE BAR & RADIO

**GIVES AN
 AMAZING PUSH
 TO SALESMANSHIP
 WHEREVER USED AS A
 SALES BOOSTER!**



EQUIPPED WITH THE LATEST STEWART WARNER RADIO

This highly selective STEWART WARNER Superheterodyne radio is designed to operate on either AC or DC. It has a 7-tube performance with 5 tubes including 2 dual purpose tubes. The latest design loop antenna affords increased sensitivity and selectivity; P.M. Speaker. automatic volume control and simple tuning arrangement. The Porto Baradio carries the full STEWART WARNER warranty for exceptionally fine performance and flawless construction.

AN IDEAL GIFT

for your clients, personnel, purveyors, etc.
 . . . for Christmas, or any gift occasion.

SPECIAL PRICES TO BUSINESS ORGANIZATIONS

\$29.60 for single units,
 special discounts on quantity orders.

DISTRIBUTED BY

Porto-Products, inc.

DEPT. B • 412 N. ORLEANS ST. • CHICAGO 10, ILL.



J. V. CARMICHAEL (right)

How To Build Teamwork in Industry

"There are a lot of ways to develop the 'team' feeling in any company, between management and men—a feeling that means so much to the future of American business and industry—but here are at least three that we think are vital: 1. Continually strive to show every man *why* the job he does is important and what it means to the product, the company and to himself; 2. Continually strive to make everybody in supervision, from sub-foremen up, feel that *they are a part of management*; 3. Share with them the results of their own increased efficiency in wage increases *before they ask*."

That's part of the code of J. V. Carmichael, president of Scripto, Inc. of Atlanta. He's the rugged little, heavy-shouldered, clear-thinking Marietta, Ga. lawyer who, as a candidate for governor in 1946, lost to the late Eugene Talmadge only because of Georgia's "county unit" system of elections. During the war as vice-president of Bell Aircraft he directed 28,000 men and women making B-29's in Georgia's largest industrial plant. Now he heads Scripto in Atlanta, world's largest maker of mechanical pencils—with fountain pens its newest product.

"To make a 'team' out of the employes of a company," said he to your roving SM editor, "tell them all about the company's business all the time. That's what we try to do here. Our business is run by our executive committee, our management committee and our foremen and sub-foremen—those three groups. They are all important and they *feel it*, I think, including the sub-foremen. They all know what's going on in all the operations of the company. They transmit what they learn clear down to the sweepers and the clerks.

"When foremen and even sub-foremen know the detail of the costs of their own sections; when they know exactly what this means to the overall operation; when they can watch the weekly and monthly record of costs, losses, wastage, sales, profits *of the whole company*, then they can clearly see—and transmit to men and women under them—what their own performance means to the company and to themselves in earnings. *Then* you can get that priceless thing called teamwork."

In Scripto the three groups have frequent meetings. They really know what's going on in the company from top to bottom. President Carmichael sits in with all of them. At least once a month he talks to his foremen and sub-foremen in a group. He tells them all they can absorb about the financial, production and sales operations of the company. Sales records, for example, are posted in all departments every month. "And," says he, "maybe you think employes throughout this company don't watch closely what every district is doing! And the sales people everywhere know what every department in the plant is doing, too. That links them all together into one team; for they all profit if everybody does his job."

The Scripto plan of trying to make every supervisor, little and big, feel that he is a part of the management almost went haywire one day recently. A foreman announced, on his own, an increase in wage rates to his men. The president didn't okay it. The foreman—as is the wont of foremen in the company—walked right into the president's office and said: "Mr. Carmichael, you can't do this. If you don't back me up my people will think we don't know what we're doing in this company. That will be bad for our morale." The president backed him up—but with a warning not to go off the deep end again without headquarters approval in advance.

"Maybe the Southern worker in industry is different from some others," says President Carmichael, "Maybe some workmen, when they go on a job, want to know only 'What do I do?' and 'How do I do it?' But here in the South these self-reliant, independent-minded people coming down out of the hills and off the farms to work in plants also want to know: 'Why do I do it?' Well, we try to tell them. It seems to me a great many workers in *any* part of the country would also be better producers if they, too, were told *why*. If, in addition, they are all made to feel that they have a stake in the company that employs them—by rewards for efficiency—then employers who truly merit the confidence of their people will get *teamwork*."

FOREFRONT OPINION is compiled by E. W. Davidson



ON-THE-SPOT PLANS: Before they invest a cent, Mr. & Mrs. Kitchen Buyer see their floor plans translated into three dimensions with Hotpoint's miniatures.

So Long, Easy Street! Here Comes Old-Time Pick & Shovel Selling!

As told by **LEONARD C. TRUESDELL** • Vice-President of Marketing, Hotpoint, Inc.

Hotpoint tells salesmen and dealers the facts of life about a buyers' market. The hot money is gone. Today we start with tighter-fisted prospects who must be taken through the **Attention-Interest-Desire-Conviction-Action** process.

One day early this spring, probably around April 1, the sellers' market in which we have been operating for years changed over to a buyers' market. To many merchants this has seemed something like eviction from Paradise. To others it means, very simply, that the time has come to wake up and fight!

Dealers, being very much like other men, are likely to resent conditions as they are, no matter what, and want something else. Merchandisers have long been irked by their empty shelves. Now they are likely to be disturbed by stocks which will seem to pile up.

I have heard of a number of instances in recent days where dealers have refused to accept ordered goods on the ground that customers were not taking them promptly. They seem

to be frightened because their floors are not *empty* as they have been through the war years.

Hotpoint is telling its dealers that such an attitude is all wrong. They must build up their inventories. They must *work* to move the goods. They must understand that buyers do not come into stores to see empty floors. The thing that will bring them in is well stocked stores, a full line of models on display, and the promise of *immediate delivery*.

We are convinced that our dealers can sell more goods in a buyers' market, with good floor displays, than they can sell in a sellers' market with no goods, or few goods, on display. We believe, and we are continuously telling them, that *selling* will get better results than *order taking*.

Hotpoint, Inc., with a \$20,000,000

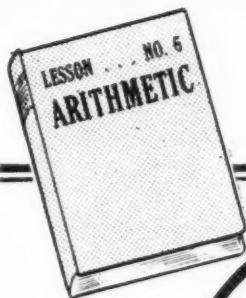
expansion program under way is now building an electric range plant at a cost of \$10,000,000. It will have a capacity of almost 2,500 ranges a day. We also are increasing our facilities for the production of water heaters, dishwashers and other appliances. We are making plans for a bigger and stronger "complete kitchen" merchandising program. We are tooling up for greater production of all items in our line.

We are taking these steps deliberately at a time when we know the buyers' market is here and likely to stay for a long time. Long experience in merchandising has taught this organization how people behave. We know, for example, fundamental things like these:

1. Many salesmen have been spoiled by the easy, fat years. Selling has been a soft touch, limited only by the goods that could be snapped up. Many salesmen, their minds muddled by pushover buying, will have to work hard; get back to sweating. Some men, of necessity, will have to be replaced.

2. Buyers, realizing that the things

SALES MANAGEMENT



Correspondence Course on SAN FRANCISCO

The **CALL-BULLETIN** has
the largest daily circulation in
your prosperous and compact
San Francisco Market

Population (U. S. Census 1945) . . .	827,400
Families	301,200
Retail Sales	\$1,000,250,000
Retail Food Store Sales . . .	\$210,352,000
General Mdse. Sales	\$175,536,000
Drug Store Sales	\$34,752,000
Wholesale Sales	\$3,851,942,000
Effective Buying Income (Gross)	
\$1,600,150,000	
Effective Buying Income (Net)	
\$1,366,528,000	
Effective Buying Income, per family	
(Net) \$4,537	
*Effective Buying Income, per capita	
(Net) \$1,652	
Quality of Market Index	154



Add

The Call-Bulletin's circulation
leadership to these figures.

Divide

your national advertising
dollar in relationship to your
potential sales. And you
automatically . . .

Multiply

the effectiveness of your ad-
vertising with a top place on
your schedule for The San
Francisco Call-Bulletin.

*Among your ten best markets—the ten largest cities in the United States—San Francisco has the largest effective buying income per capita. The above statistics are from Sales Management's Survey of Buying Power. Copyrighted 1947; further reproduction not licensed.

THE **Call-Bulletin**
SAN FRANCISCO'S FRIENDLY NEWSPAPER

Represented Nationally by Moloney, Regan & Schmitt, Inc.



TIME SAVER: Hotpoint shows dealers how four complete kitchens (above) speed the purchase. The one-man service school (right) helps small dealers train without taking time for a large, central meeting.



they want will be in plentiful supply, will start to shop around. They'll go to this store and that, looking and comparing. That's where selling will come in. The psychologist will tell the salesman that the shopper *wants to buy* and is prepared to be *convinced*. The salesman's job, then, is to satisfy him that the product is right and that *now is the time to buy*.

Our program calls for drilling into the minds of salesmen the fact that selling, after all, is a simple process. We say that it is never wise to confuse the prospect by flooding him with a lot of new ideas. We point out that a tremendous market is waiting even though at this particular moment it may be hesitant. I believe this fact is true:

The sales people of America can contribute to a slump or they can stay it. It all depends on how they do their job.

If I were a salesman again:

1. I wouldn't think business is tough simply because I have had a number of lush years and have forgotten what normal is.

2. I'd convince myself that the days of windfall business are over.

3. I'd tell myself that unless I control my state of mind I am going to flop some day.

4. I'd make up my mind that I'm going to get people to buy.

5. I'd handle every prospect with the idea that though he may not be ready to buy it is my job to get buying action.

6. I'd tell myself that now, since I have my state of mind changed, I am ready to get into harness and work.

Time has come when the distributor must carry an inventory. Time has come when the dealer must carry an inventory. Both must realize that there is no reason to become panicky if anything stands on the floor two days. Everyone concerned with selling should heave a sigh of relief because we are no longer keeping up with 100% absorption. When everything is sold quickly the salesman works under hobbles.

This is the story we keep telling and retelling all who sell Hotpoint items: To sell appliances in normal times, and we've all been asking for normalcy, we've got to work. We've

got to realize that we are salesmen. It is easy to think that we are salesmen when we are not. Realizing that, we have to begin to sell. The hour has come when we must: (a) get the storeroom in order; build up displays; make showrooms inviting; get people into the stores through appeal; (b) set up the store for the convenience of the customer; arrange products so that the customer can concentrate on what he wants to buy; (c) treat the customer as a prospect who needs selling, not as a man in desperate need of an appliance.

It is increasingly important, and will be even more so, that we give every prospect a thorough demonstration to create added desire to buy. It is increasingly important that the salesman sell the prospect on his own particular product against competition. This is especially important now that more and more people are going into stores to "look around."

Old favorites deserve

their fame



Visit the
**CINCINNATI
SUMMER OPERA**
now in its 26th season
June 29 - Aug. 9

The charm of Aida, Carmen and Madame Butterfly increases with each passing year. These scintillating favorites are beloved by Cincinnati opera goers. Each opera is endowed with an extra sparkle that sets it apart. Each has enjoyed continued acclaim. Tested by time, all have earned enviable reputations.

The Cincinnati Times-Star is an old favorite too. For 108 years extra freshness in its pages and added service to readers and advertisers have placed it apart. To advertisers and readers alike, the Times-Star is their favorite newspaper.

THE CINCINNATI TIMES-STAR

OWNERS AND OPERATORS OF **WKRC** AND **WCTS**

MEMBER OF THE AMERICAN
NEWSPAPER ADVERTISING NETWORK

CHICAGO 1, ILLINOIS
333 North Michigan Ave.
Fred D. Burns, Mgr.

NEW YORK 17, N. Y.
60 East 42nd Street
Albert H. Parker, Mgr.

WEST COAST REPRESENTATIVE
John E. Lutz, Chicago 11
435 North Michigan Ave.

HULBERT TAFT, President
and Editor-in-Chief

JULY 1, 1947

The day of what we have come to know as "victory quality stuff" is over. We, and other old-line name manufacturers, are again back to the point where we are putting out good equipment. We are making the best products in our history. We must convince our prospects that this is so.

When a woman comes into a store to shop for a product we must tell her:

1. What she is getting for her money.
2. What it will do for her.

In order to get results in this new buyers' market we keep pounding away, telling and retelling our men that the average salesman today, due to bad habits which have become fixed

impress them with the fact that they must keep direct mail flowing to these prospects; that they must make phone calls, so many every day, to suggest coming into the store for demonstrations.

Weak dealers didn't do these things before the war. No dealer did it during the war. There'll always be weak dealers. We know that. Now is the opportunity to become a strong dealer. The good dealer has unusual opportunities ahead of him. A tremendous market is waiting to buy. The salesman who can convince the prospect that he has the right product and that now is the time to buy it is the man who will sell.

We stress, especially, personal ap-

these all-automatic washers which do the washing and drying without the touch of a hand. We are now making about 100 a day. We are preparing to turn out 100,000 a year. We are getting ready to remove our range factory to a new 12-acre building a few blocks from our present site.

If we are to win our bet we must have a high standard of selling. We are not a new company. Hotpoint has been manufacturing continuously for 43 years. It makes only major electric appliances. These include automatic electric ranges, refrigerators, automatic electric water heaters, cabinet sinks, automatic electric dishwashers, disposals, metal base- and wall-cabinets for the kitchen, washing machines, ironers, tumblers and dryers for the home laundry; also, heavy duty and counter-type electric commercial cooking equipment.

Even before its current expansion, Hotpoint housed the largest electric range factory in the world. During 1941, its output composed more than 40% of all electric ranges manufactured. The company looks back on a record of manufacturing half of all electric hot water heaters produced; it is turning out half of all dishwashing machines in use today.

Now: Sell!

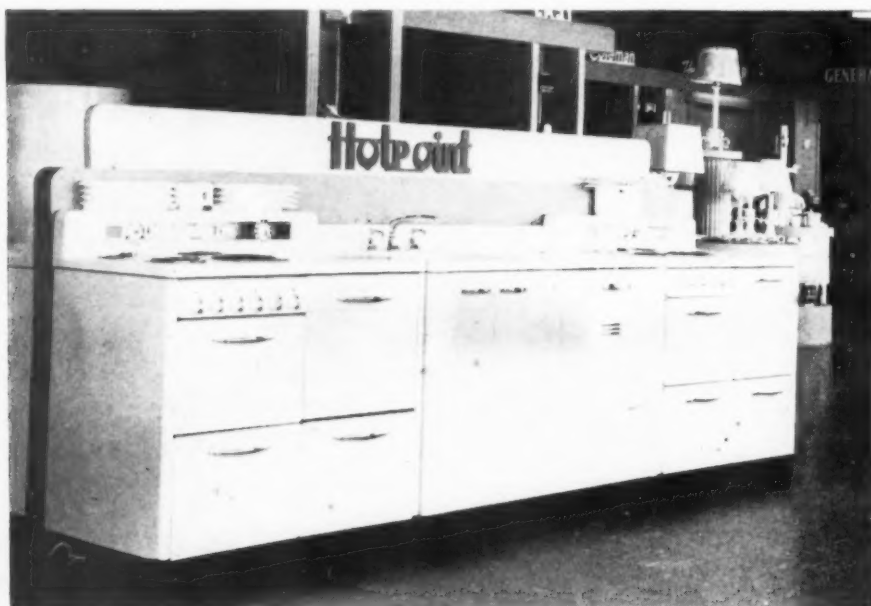
Looking ahead, our engineering department is now at work on the new and revolutionary method of "heating by refrigeration." Last year Hotpoint engineers produced the first electric range in which the electronic principle is used.

In 1945, due to materials problems, our production fell behind our expectations and we failed by a considerable margin to fill our dealers orders. But we expect this situation to change very soon. That is why we are putting so much stress on getting ready to do a real selling job.

This selling program is not new. During the latter years of the war and during the early peace period when we were still far behind with production, we carried on a steady campaign to get prospects. We sold, for 10 cents each, booklets which constitute a planning guide for the construction of a modern all-electric kitchen. The idea was to get a list of people who were thinking of all-electric kitchens. We now have more than 3,000,000 such names. That is a part of our backlog of prospects.

One of our big jobs now is to invigorate our dealers and their salesmen to the point where they will follow through with these names and sell them.

SALES MANAGEMENT



TRAFFIC CONTROL: Hotpoint suggests dealers set up diagonal displays. They prevent prospects from gathering around one item and blocking the aisles leading to other displays.

during the flush years, is not qualified to give a good demonstration. He's got to re-learn that art. Before he can become a first class salesman again he must study his product carefully; he must be able to point out quality of product; he must know how it compares with competition.

Knowledge begets confidence; confidence begets enthusiasm; enthusiasm begets sales.

The salesman today must have demonstration tools. Hotpoint is equipping salesmen in its retail outlets with literature and printed pieces. These back up the salesman's statements and so add to the confidence of the customer. We have schools which teach our salesmen how to use all of the visual materials available.

We keep telling and retelling our dealers and salesmen that they must have large, active prospect lists. We

pearance. Good appearance suggests a good product. The ragpicker can go around unkempt, but not the man who sells new and modern goods.

The time has come when selling in the store is not enough. Salesmen must follow up prospects outside the store as he did, if he were a good salesman, before the war. By this I mean that when a wife comes in to look, while her husband is at work, her visit must not be forgotten. Don't expect the wife to go home and sell your product to her husband. When she comes into the store her call indicates interest and desire. Follow up the visit with a call. It means sales.

Take the case of our dishwashers. Hotpoint is betting several million dollars in equipment and 250,000 square feet of floor space that the housewives of the Nation will want

CAMPAIGNS AND MARKETING

Silver—for 'Remembrance'

A new 1847 Rogers Bros. pattern, commemorating the 100th Anniversary of the founding of the American silverplate industry by the three Rogers brothers, will be introduced this fall by The International Silver Co., John D. Shaw, division sales manager, announced at a recent meeting of approximately 200 of the nation's silverware distributors.

The anniversary silverplate pattern, to be appropriately named "Remembrance," will be supported by the largest six-months advertising appropriation in the history of the silverware industry, according to Mr. Shaw. In keeping with the anniversary year, there will be a special Centennial Set of 100 pieces. There will also be an Anniversary Set of 52 pieces.

"Introduction to the 'Remembrance' pattern will be the feature of 'Anniversary Week' to be held in communities throughout the nation the first week in September," stated Mr. Shaw. "Special events highlighting the growth of American silverplate from a \$25,000 a year business in 1847 to a \$100,000,000 a year industry in 1947 will be arranged by jewelry and other retail stores handling silverware during this week.



HOLIDAY ATMOSPHERE: Foil wraps for Old Monastery wine add promotion sparkle to dealer displays, gala spirit to consumer tables. The designers are Milprint, Inc.

JULY 1, 1947

"These events will include Old Pattern Treasure Hunts to uncover the owner of the most pieces of the oldest 1847 Rogers Bros. silver, exhibits of silverplate heirlooms, and displays tracing the development of table settings over the 100 year period.

"The opening of the extensive advertising campaign will tie in with Anniversary Week. National advertising will break with a four-color full-page in magazines and on International Silver's CBS network radio show. There will be numerous dealer tie-ins, including local newspaper advertising and spot radio announcements."

Production of 1847 Roger Bros. sets, according to Mr. Shaw, is breaking all records. More sets were produced in the first six months than in any similar period in International's history. Sales in the first six months were 50% higher than the entire 1941 sales of 1847 Rogers Bros. patterns.

All Year Sales

A comprehensive merchandising campaign backed by strong sales-building tools designed to create year-round electric heating pad sales is announced by Casco Products Corp. The "round the calendar" merchandising program is based upon a recent survey undertaken by Casco and is a continuous program designed to help the retailer develop this relatively untapped market.

It is backed by a national advertising program built to bring the 12-month electric heating pad "use" story before the public. Grey Advertising Agency, Inc., is handling the advertising program; Bert Nevins, Inc., public relations and publicity.

"The new 12-month merchandising program developed by Casco now makes it possible for the dealer to get into the big heating pad business with a small investment of money, space and time," says A. O. Samuels, in charge of the company's electrical appliance division.

Pointing out the timed-to-the-season pennant display service as one of the important keys to the program, Mr. Samuels says that the nine-point plan is designed to tell the right selling story at the right time. The

Food, clothing, shelter, and something to spare are true riches, and in the equitable distribution of those benefits to its citizens Washington comes closer to Utopia than does any other great city in America.

Everybody's a customer in Washington.

Buy great circulation.

Phonograph

Ballroom

Editor and Publisher

TIMES-HERALD 260,912

The STAR . . 214,212

The POST . . 165,554

The NEWS . . 109,267

as of March 31, 1947

Times Herald

WASHINGTON, D. C.

National Representative
GEO. A. McDEVITT CO.

TEXAS STATE NETWORK

17 stations covering 17 important Texas trading areas in one simple operation. 5½ million population, creating over \$1,500,000,000 in retail sales annually . . . It is worth looking into . . .

NATIONAL REPRESENTATIVE

WEED AND COMPANY

New York • Chicago • Detroit • Atlanta
Boston • San Francisco • Hollywood

Long Beach, California target for Western expansion

During 1946 \$6,608,000 was invested here in 82 new industries . . . creating jobs for some 8,000 additional workers, adding approximately \$18,000,000 to the annual purchasing power of Long Beach families.

In this thriving, expanding market the Press-Telegram offers over **85,000 net paid daily circulation**. Look to Long Beach for expansion opportunities . . . to the Press-Telegram for results!



Long Beach
California **Press-Telegram**

Represented nationally by
Williams, Lawrence & Cresmer Co.



"No more worry, no more care—
"Chicago for me, with money to spare!"

SPOTLIGHT ON CHICAGO: Jewel Radio Productions booklet promotes windy city's development as a radio broadcasting center.

pennant showcards are combined with the special departmental floor display stand, creating an impulse to buy the heating pad for specific year round needs.

Evangeline Land Promotion

The Province of Nova Scotia is launching an extensive advertising campaign to promote its tourist attractions in American and Canadian newspapers and magazines through Kelly, Nason, Inc.

Other promotion aids will include posters, window displays, business paper advertisements, stuffers and direct mail leaflets. A unique feature of the campaign is a leaflet and poster combination which will be distributed with the imprint of 16 different rail, steamship and bus lines and oil companies. The 16-color poster will be matched by a four-color leaflet carrying a map of Nova Scotia and a coupon to be used to obtain detailed information about the many tourist attractions of the Province.

In addition to the advertising campaign the Province has also opened a United States branch of the Nova Scotia Bureau of Information in New York City. The purpose of the new office is to make information and literature on Nova Scotia's travel attractions and facilities readily available to the American public.

The Bureau is equipped to answer questions concerning steamship, air, bus and railroad routes to Nova Scotia, as well as to handle problems of the tourist who wishes to drive his own car to the "Land of Evangeline."

SALES MANAGEMENT



PHILADELPHIA WOMEN NEED THE INQUIRER TO PLAN THEIR SHOPPING

INQUIRER GROCERY ADVERTISING IS SUCCESS STORY IN ITSELF

1936: Philadelphia grocers placed 257,089 lines of advertising in The Inquirer. National grocery advertising: 462,679 lines.

1946: Philadelphia grocers' advertising... 446,453 lines. National grocery advertising reached 738,978 lines!

CIRCULATION:

The Philadelphia Inquirer
Daily . . . over 700,000
Sunday . . . over 1,000,000

Wise husbands in Philadelphia know that their wives want to read The Philadelphia Inquirer, too. This great family newspaper is full of features to inform, entertain, amuse and help the housewife. Because The Inquirer has won its way into the hearts and homes of Philadelphia women, it has earned advertising leadership in America's 3rd market.

TELL IT IN THE MORNING . . . TELL IT IN

The Philadelphia Inquirer

National Advertising Representatives: OSBORN, SCOLARO, MEEKER & CO., NEW YORK, CHICAGO, PHILADELPHIA, DETROIT; FITZPATRICK & CHAMBERLIN, SAN FRANCISCO
Member: AMERICAN NEWSPAPER ADVERTISING NETWORK; FIRST 3 MARKETS GROUP; METROPOLITAN GROUP COMICS; METROPOLITAN GROUP GRAVURE

JULY 1, 1947

Individual Know-how is America!

The well calculated flick of a wrist and the twist of a rope that bring a dogie to heel is only one phase of thousands of ways in which Americans, every day, are using "Know-How". The sum total of our "Know-How" has always aided us in bringing our enemies to heel and which in the last war, enabled us to amaze the world by our ingenuity in out-producing all the totalitarian states.

Why? The greatest freedom in the world is here in America, freedom to think, to plan and to do. That is the whole secret of "Know-How".

"Know-How" in papermaking is within the ken of West Virginia Pulp & Paper Company. The vitality of craftsmanship that produces Westvaco papers is backed by research "Know-How" and by original thinking designed to produce better papers.

We publish our bi-monthly magazine "Westvaco Inspirations for Printers" in order that inspiration for the most profitable use, the most effective use, may be available to all who use paper. Issue No. 165, bearing the cover design by the well known artist Peter Hurd, shown here, portrays an exciting scene of our great Southwest.

Within the pages of this issue will be found a cross section of American life, portrayed by eminent artists, documenting the contemporary scene, making it come alive, making it dynamic—on paper. There is no charge for a copy of "Westvaco Inspirations for Printers". Simply ask for a copy of issue No. 165 from your nearest distributor, or write or telephone any of the company addresses here listed. You will revel in this parade of "Know-How" by artists who "Know-How" to paint the American scene. And you will be shown how you may fall in line with the wide-awake advertisers who use these paintings in their current advertising.

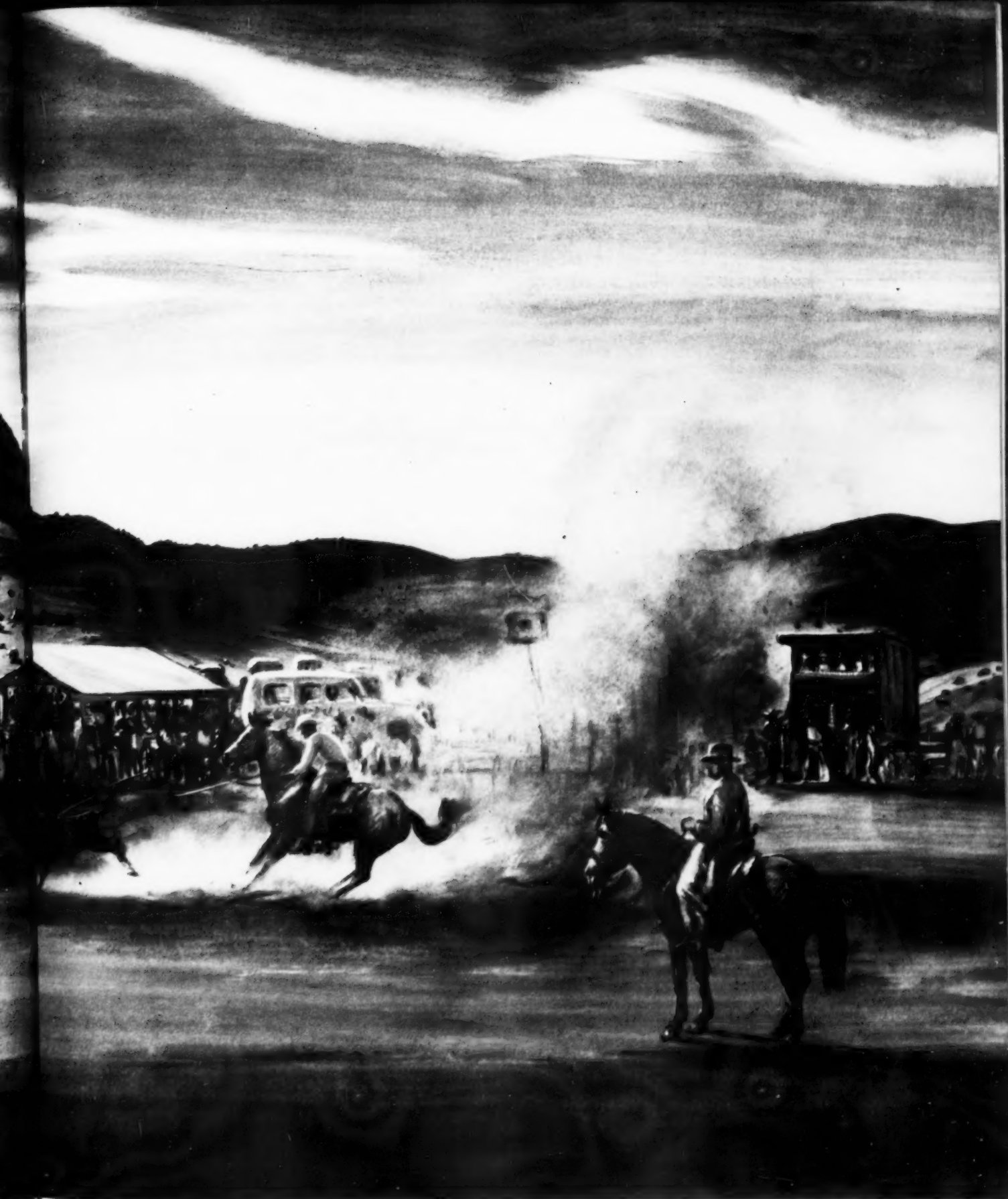
Cover artist

Peter Hurd was one of the first regional artists to emerge from the welter of corner service stations, dilapidated houses and parched skeletons of the dust bowl. His home is New Mexico where he was born in 1904. His heart is there and in his works may be found the flavor of that State. During the war he was an artist-correspondent for Life. His work is represented in many private and public collections, including the Metropolitan Museum, the Addison Gallery, the Art Institute of Chicago, the William Rockhill Nelson Gallery and the Rochester Memorial Gallery.



West Virginia Pulp & Paper Company

230 Park Avenue, New York 17
35 East Wacker Drive, Chicago 1
Public Ledger Building, Philadelphia 6
503 Market Street, San Francisco 5



Painting: Rodeo
Artist: Peter Hurd
Collection: Associated American Artists, Inc., N.Y.

WESTVACO

Inspirations for Printers: number 165

VUEPAK

stars in a good "deal"



Showbox fabricated of Vuepak by Central States Paper & Box Co., Inc., St. Louis, Missouri.

All eyes are drawn to the sparkling beauty of this new container made of Monsanto Vuepak. And sales of the six Antoine cosmetic items it displays so dramatically are speeded by this extra attention.

If you plan to stimulate sales through special offers, introductory "deals" or companion selling events, it will pay you to consider *all* that Vuepak can do. In an individual "showcase" of this rigid, transparent packaging material, all the advantages of your "deal" . . . the number of items, their utility, color, design, etc. . . are attractively revealed, enhanced and protected.

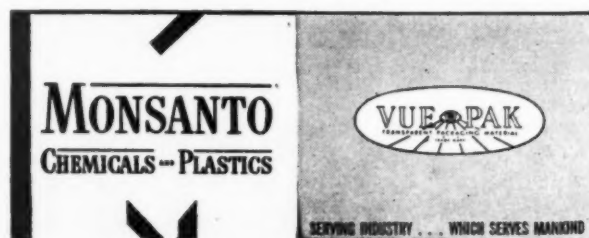
Vuepak's "deals" get special retailer cooperation, too. They display better; accelerate turnover and build volume; offer full protection against handling, missing items, shopwear and dust. Valuable selling time is saved because the facts of the "deal" are revealed at a glance.

Whatever you're selling . . . don't fail to show your customers all you've got to offer. . . with Vuepak. Get the facts from your box supplier or direct from MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Massachusetts.

Vuepak: Reg. U. S. Pat. Off.

VUEPAK QUESTIONS AND ANSWERS

- 1 What is Vuepak?
Vuepak is a transparent, tough, rigid, beautiful Monsanto cellulose acetate.
- 2 In what form is Vuepak available?
In sheets up to 54" wide, and in continuous rolls up to 54" wide.
- 3 In what thicknesses is it ordinarily available?
In six standard gauges 0.005" to 0.020"
- 4 Does sunlight affect it?
No.
- 5 Is it affected by heat?
Not under ordinary temperatures. It begins to soften after 200° F. Underwriters' Laboratories classification "slow burning."
- 6 How can it be fabricated?
It can be drawn, shaped, formed or folded into almost any shape with inexpensive dies. It can be embossed, stapled, printed, cemented, or combined with other materials.



SALES MANAGEMENT



TIP TOE CAROUSEL: It's a circular ironing board designed to attract store traffic. The box features four display faces.



Y & T First Home Appliance Makes Colorful Debut

Yale & Towne Manufacturing Co., the firm which for 79 years has been identified with locks, builders' hardware and industrial equipment, is introducing to selected areas the first of its home appliance line—the Tip Toe iron. The marketing and merchandising program for the Tip Toe iron has been field-tested in New England and is now being put into operation in Metropolitan New York and near-by areas.

The company describes the appliance as the newest basic patent in this field since the invention of the thermostat. The Tip Toe iron, with its hinged sole plate, is so designed as to virtually give the operator two irons in one. The toe part of the sole plate, functioning as a doll-size iron, enables the housewife to iron with ease ruffles, smocking, pleats, gathers, yokes and small sleeves. Forward pressure on the handle flexes the toe of the iron for ironing such difficult places. When pressure is released the toe returns to conventional position.

Another special feature of this appliance is its reversible cord which

allows the left-handed ironer to enjoy the same ironing comfort as the right-handed operator.

According to Anthony B. Cassidy, Y. & T. director of appliance sales, distribution of the iron will be through a limited number of selected franchised distributors in 12 marketing areas in the United States. Each marketing area will be supervised by a Yale & Towne district manager.

Mr. Cassidy points out, however, that the entire merchandising effort for the Tip Toe iron will be supported by an organization of specially trained young women who will train retail salespeople, set up local merchandising programs for retail dealers, and who will personally demonstrate the iron in various key retail outlets.

A unique feature of Yale's point-of-sale promotion is the "Tip Toe Carousel."

The package for the Tip Toe iron also is an important part of the company's merchandising program. It has been planned so as to make possible stacking or pyramiding with four different display faces.

MASTER KEY
to 6,000,000
FARM HOMES



County **AGENT**
VO-AG TEACHER
AND
EXTENSION LEADER

When it comes to *selling* the farm market, the County Agent, Vo-Ag Teacher and Extension Leader is no *ordinary* door opener. His advice is sought. His judgment respected. His recommendations followed. He's the master key to 6,000,000 farm homes.

Alert advertisers woo his influence through the well-read pages of *Better Farming Methods*. His personal business magazine for 19 years.

CCA Circulation—
17,000



Better
FARMING
METHODS



WATT PUBLISHING CO., MOUNT MORRIS, ILL.

Back Talk to Mr. Hurd

BY GEORGE C. JORDAN • *Olmsted & Foley*

Does Arthur Hurd's media selection system shortchange the consumer-goods market among farmers? Mr. Jordan thinks it does. In this two-part article he defines the issues and presents a documented case for the opposition.

The recent SALES MANAGEMENT series by Arthur Hurd of the J. Walter Thompson Co., "How to Increase Sales Through Better Media Selection," has revived some interesting and pertinent questions among advertising men. One of the most interesting of these questions is: The "farm market"—what is it and how do you reach it?

The question was not raised explicitly by Mr. Hurd, but it is implicit in his argument, since much of what has been generally considered as farm market has been labelled by him as "metropolitan." By using "markets" and "market places" as more or less interchangeable terms, Mr. Hurd, it seems to us, has misstated the problem. Anyone following his pattern for "national coverage" would shoot pretty wide of the farm market.

If Mr. Hurd is right, the "farm market" would seem to be composed chiefly of the low-income rural areas populated by people who do not read city newspapers and urban magazines. He doesn't put it quite that way, but that is about what it boils down to.

From our own experience in handling and placing advertising to farm families, we can't follow his approach. We cannot conceive of a single, simple, slide-rule sort of formula by which a sales manager can solve his advertising problem. At best, each campaign must be worked out on the basis of factors which vary in weight with almost every article or service offered for sale.

We are talking, primarily, about the farm market for consumer goods. Mr. Hurd makes due allowance for the usefulness of placing farm implement advertising in farm publications. But the farmer buys food products, wears clothes, smokes tobacco, takes baths, plays the radio and goes on picnics. In many respects, he is a buyer like his city cousin and it is in his purchases of the all-around necessities and comforts of life that we are interested.

To begin with, then, the definition of markets as "not places but people" seems to us inadequate. The definition is Mr. Hurd's, proclaimed as a first premise, although his article seems to us to have done a fairly good job of identifying markets as places.

Actually, we think markets are more practically defined for the purposes of the sales manager as "people who can and will (with proper persuasion) buy your product."

If markets were people, China's 400,000,000 coolies would be a better market than the 140,000,000 consumers in the United States. And 100,000 strike-exhausted miners, with dwindled savings, would be worth 100,000 farmers—with hogs at \$26 and corn at \$1.80 a bushel.

When we say people who "will buy" your product, we mean, of course, potential customers, not lead pipe cinches. Actually, all customers

divide into two groups—proven customers and potential customers.

Farmers, for example, are proven customers for food products, clothing, farm implements, et cetera. But a recent survey by *Wallaces' Farmer & Iowa Homestead* showed that 34,000 Iowa farmers expect to learn to fly. Not many are flying now and consequently they are not proven customers. But they are potential customers for airplanes. They have registered a positive interest in flying; they have the facilities at hand in the form of community airports and available home landing fields. We class them as customers who "will buy" if properly encouraged.

On the other hand, they are neither proven nor even potential customers for time clocks.

But if markets are people who can and will buy a product, it follows that markets shift and vary. These shifts and variations may include population shifts but are by no means limited to them.

A product, for instance, which might be considered in a certain area as a hopeless luxury in one decade might easily become a familiar household item in the same area in the decade following. And this without any shifts of population at all. One would logically expect, as a result of TVA, an electrical appliances market to develop in rural Tennessee. We know that the electrification of farms has created a tremendous market for refrigeration equipment and water systems on farms.

"Here Comes Mr. Jordan:"

George C. Jordan, the agency man who rides into the lists to challenge Arthur Hurd on the widely read articles titled "How to Increase Sales through Better Media Selection," is director of public relations for Olmsted & Foley, Minneapolis advertising agency.

Before he joined up with O & F he rambled many a by-way in newspaper work. In New York he judged reader reaction for one of the big news agencies. Then the AP sent him to Montevideo with Cordell Hull . . . to Chile, to Italy, to the League of Nations, and to the Spanish Civil War front. When he returned to America, he became an editorial writer for the Minneapolis Star-Journal.

He turns up in SM, in open-forum with Mr. Hurd, by reason of the fact that the Olmsted & Foley agency handle the account of Mid-West Farm Papers, a group that can be expected to hold understandable prejudice in favor of matters pertaining to the farm market. The second half of his article will appear in Sales Management for July 15.

A market change unrelated to population shift is revealed in Sussex County, Del. According to the 1940 census, covering the 1939 crop year, Sussex County was "Below Average." But in 1944 the same county had an average value of products of over \$10,000 per farm, or more than three times that of the U.S. average per farm.

If anything, population shifts probably follow market shifts rather than precede them. This was not the case in the abnormal war years. But in prewar years an exodus of workers from a community often meant bad times. If the census happened to be taken at the beginning of such a shift, it would show a faulty marketing picture—if markets were merely "people."

Mr. Hurd appears to have protected himself against that eventuality with his figures on sales . . .

" . . . Approximately two-thirds of the retail sales of the country are concentrated in the Metropolitan Markets which account for only 54 percent of the total civilian population. It is apparent from this that the spending power of the families living in these markets is greater per capita than it is in the Small Urban or Rural Markets."*

Conclusion Debatable

Such a conclusion from such data is "apparent" only:

If low-income groups are assumed to have participated in an average way in sales transacted in a marketplace near which they reside; and

If Mr. Hurd's method of distinguishing between city and farm markets is correct.

Granting both *if's* for the moment, for the sake of the argument, there still remains the question of where the decision to buy was made. On this point, Mr. Hurd states:

"Approximately one out of four *Country Gentleman* families lives within the boundaries of Metropolitan Markets, although the A.B.C. reports show only 9% of this magazine's total circulation in cities of 50,000 population and over. This means that a quarter of a million families (he should have said a half million, since a fourth of 2,000,000 is a half million) reading *Country Gentleman* are "metropolitan" so far as their non-farm purchases are concerned."

But why only a fourth? If he means that they fill their automobiles with a well-known brand of gasoline while driving to town to buy adver-

* SALES MANAGEMENT, Dec. 15, 1946.

EDITORS NOTE

Mr. Jordan is referring to the series of articles, "How to Increase Sales Through Better Media Selection," which was published in SALES MANAGEMENT in its issues of November 20, 1946 and December 1 and December 15, 1946, and which brought the largest call for reprints in SM's history.

In that series, Mr. Arthur Hurd, J. Walter Thompson Co., divided the United States into eight market classifications by counties. In category "A" he identified seven markets, comprised of 42 counties, each market composed of a trading area containing more than 2,000,000 people. He broadened these categories successively until, in category "D," he placed 33 counties in 32 markets, each containing from 50,000 to 100,000 people. These markets he labelled "Metropolitan."

Next Mr. Hurd set up two categories, called "Urban" markets, to take care of (1) counties with populations of 25,000 to 50,000 and (2) "urban small town markets." Finally, he divided "Rural" markets into two categories, labelled "Above Average" and "Below Average."

In summary, he placed 242 counties in his "Metropolitan markets." Of the latter number, 962 counties were listed as "Above Average Rural."

The purpose of this division was to simplify the problem of media selection by identifying markets and defining their relative importance.

Mr. Jordan in his executive work at the Minneapolis agency of Olmsted and Foley, handles a number of farm accounts.

In keeping with our policy of making SM a public forum on marketing subjects, we now turn the platform over to Mr. Jordan, who wishes to question Arthur Hurd.

tised brands of laundry soap, cake flour and other products, then all *Country Gentleman* readers are probably at some times "metropolitan."

But to get back to the "If's," which we only granted for the sake of the discussion, we have to challenge the assumption that low-income groups should be counted in averaging market place sales.

At the time of the last census, Minneapolis had a population of just under 500,000. The most recent Department of Commerce figures available—for 1939—showed 126,481 of that half million to be wage earners. Of those wage earners, 16,766 earned less than \$1,000 a year on the average. Less than 74,000 earned as much

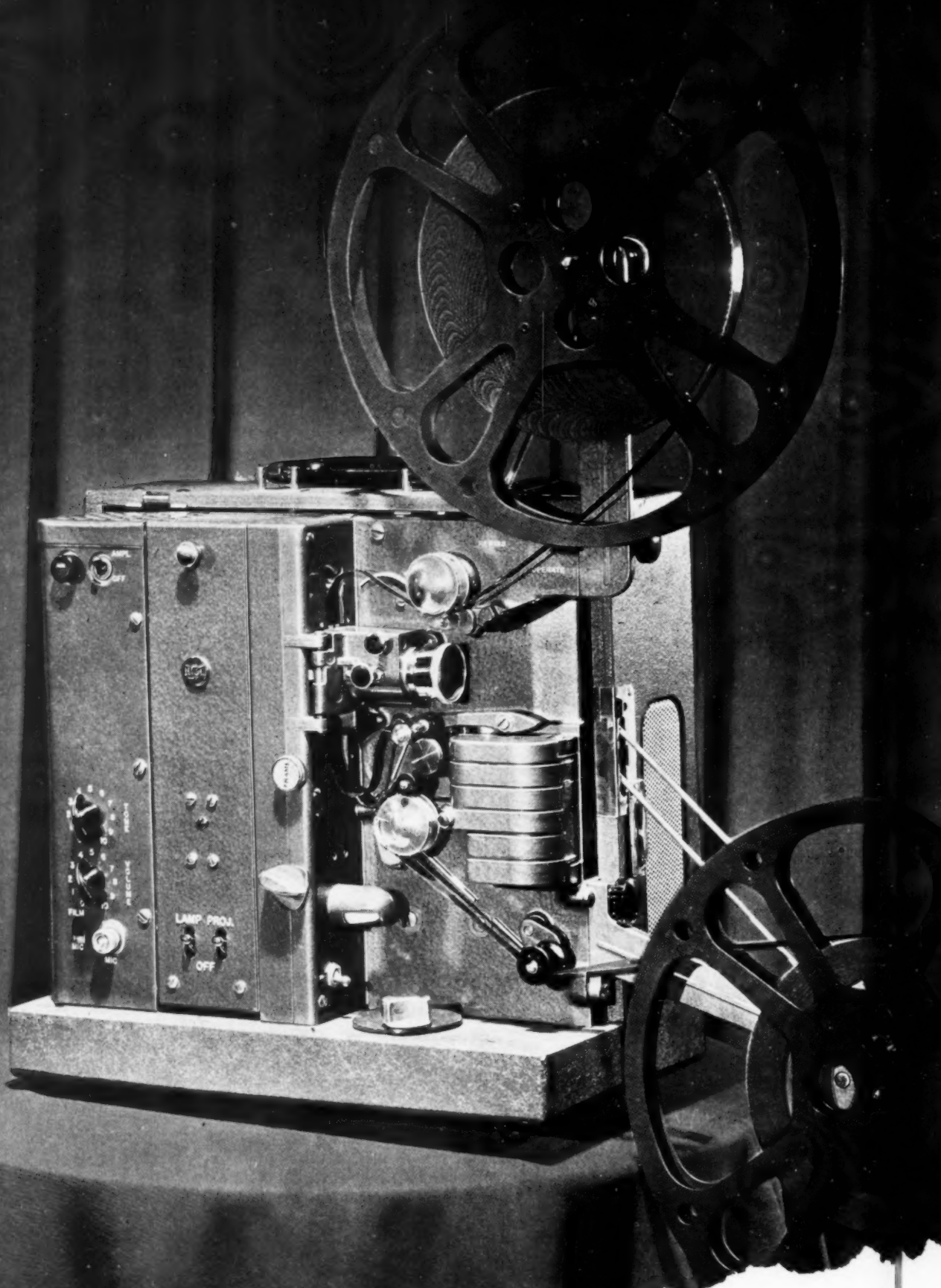
as \$1,400. Only 6,729 earned \$3,000 or more.

Advertisers who "covered" Minneapolis in 1939 to sell a product beyond the reach of the \$1,400 range would have wasted their ads on about 60 percent of the city's wage earners.

Markets, we insist, are people who can and will buy the particular product to be advertised.

Incidentally, in 1939, 85,311 Minnesota farms reported gross incomes of \$2,500 or more. This Minnesota farm market, therefore, was as big as that composed of the 73,891 city wage earners whose families had \$1,400 to spend in Minneapolis that year.

On the Hurd map, something over



16mm MOTION PICTURE EQUIPMENT
RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

Announcing the new RCA "400" 16mm Projector

Theatre-Like Sound

Your sound films are reproduced with the dramatic realism and tone shadings of theatre-like sound. Voices, music, and sound effects are heard at the exact pitch at which they were originally recorded on the film.

Professional Performance

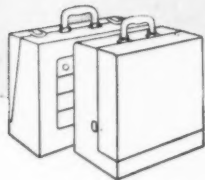
You get brighter, clearer, rock-steady pictures, in black-and-white or full color in all their true photographic values. New exclusive mechanical improvements assure easy threading and complete protection to films. Professional quality performance.

Compare with any other projector

Before deciding to buy any projector, make a *proof-test* with your own 16mm sound films. Your RCA 16mm Equipment Dealer will gladly arrange for a demonstration of your sound films on the new RCA "400" Projector.

SEE IT...
HEAR IT...

with your own
sound films



FIRST IN SOUND...
FINEST IN PROJECTION

SEND COUPON
for name of nearest RCA
16mm Equipment Dealer

RCA 16mm Motion Picture Equipment, Dept. 72-G
Radio Corporation of America
Camden, New Jersey

Please send me complete information on RCA 16mm Projectors and name and address of nearest RCA 16mm Equipment Dealer.

NAME _____

COMPANY _____

STREET _____

CITY _____ STATE _____

half of these Minnesota counties appear as "Above Average Rural." Most of the rest are listed as "Below Average Rural." Some of the best counties are counted as "Metropolitan." This means that the sales to farmers in various prime counties were credited to the average of the city market. It also brings us back to the second "if."

Precisely what distinguishes a rural from a metropolitan county?

Six Factors Listed

Six factors are listed in Mr. Hurd's definition, as follows:

1. The location of each county with relation to the Metropolitan District center and its location in relation to other parts of the District;
2. The location and size of the various cities in the county with relation to the District center;
3. The general urban or rural character of the population of the county;
4. The general occupation character of the county as indicated by the number of gainful workers in various industries;
5. The claims of other Districts upon this county;

6. The general character of the surrounding counties.

With such an assortment of definitions, counties may be slipped almost at random into any of various categories. Let us look at some of the concrete results on Mr. Hurd's map.

Lancaster County, Pa., is one of the most thoroughly agricultural counties in the nation. Farming dominates the living and thinking of its people. Yet, presumably because it includes the city of Lancaster, a city of over 50,000, it turns up as a Metropolitan county.

By the same broad definition, Maricopa County, Ariz., becomes Metropolitan. It contains the city of Phoenix, population 65,414. But Maricopa County—which is larger than the state of Massachusetts—ranks 16th in value of products among the agricultural counties of the United States.

Rockford, Ill., population about 100,000 makes Winnebago County "metropolitan." Yet there are more than 2,000 high income farmers in Winnebago County. Naturally, they usually drive into Rockford to do their buying because there is no other market place of any size in their county. But they are farmers.

These are prime examples but not exceptions to the rule. Altogether, of the 100 top farm counties in agricultural income listed in SALES MANAGEMENT's Survey of Buying Power (May 10, 1946), 55 are classified by Mr. Hurd as Metropolitan or Urban. Only 45 of them are Rural.

That is why we opened this article with the observation that Mr. Hurd's farm market seems to be chiefly composed of the low-income rural areas. As soon as farmers become sufficiently prosperous to attract urban merchants, they become "metropolitans." One wonders if the farm publications are entitled to list these high income farmers among their subscribers?

No Allowances Made

The Hurd system of classifying counties seems to make no allowance for the obvious fact that people travel—both to buy and sell.

Morrow County, Ohio, for instance, is classified by Mr. Hurd as "Below Average Rural." It happens that the Bureau of Census made a study of buying patterns in Morrow County. The study showed that Morrow county farm families go to at least 21 different towns to buy

Get there first!



Call your nearest Railway Express Agency office, Official U. S. International Agents, for full details, or write: Cargo Traffic & Sales Department, Municipal Airport, Memphis 2, Tennessee.
BE SURE TO SPECIFY C & S ROUTING

IF IT'S WORTH WRITING—IT'S WORTH A NICKEL
AIRMAIL anywhere in the U. S. 5c an ounce—To Havana 8c 1/2 ounce

Use Chicago and Southern Air Cargo Service to clear the hurdles of time in transit. Overnight deliveries to destinations 1,000 miles or more away. Decrease the "time enroute" and increase the time your product is available for immediate sales.

Frequent schedules and connections with twelve domestic and six international scheduled air cargo carriers provide service over the entire United States, the Caribbean, Central and South America. Passengers, air mail and cargo carried on all domestic and international flights.

Typical low rates over C & S single carrier service (Pickup and Delivery Service available at slight extra cost at all points):

BETWEEN HAVANA and	Rate in Cents per lb.	
	Under 100 Pounds	Over 100 Pounds
Chicago	24	22
Detroit	24	22
Evansville	21	19
Fort Wayne	24	22
Indianapolis	22	20
Jackson	20	18
Memphis	20	18
New Orleans	17	16
St. Louis	23	21
Peoria	24	22
Toledo	24	22

C & S
CHICAGO AND SOUTHERN AIRLINES

groceries. Ten of the towns are outside the county. About one farm family in three stated that groceries were customarily purchased outside the county. And the same families named only seven buying centers where they usually purchased women's dresses and coats. Six of the seven centers were outside the county.

Those purchases should be added to the Morrow County sales before Morrow County is classified as above or below average.

We have a certain sympathy for Mr. Hurd in the matter of problems encountered in using the county unit for market classifications. In the absence of any better way of delineating a market geographically, the county is probably a useful unit for the sales manager's charts. It is sound, that is, for locating outlets and establishing sales quotas. Sales outlets in Morrow County, Ohio, we would agree, are not very good.

But in describing, as white or black, areas which are definitely gray, the county unit sales total system is unsound for determining where people live and where they form their buying preferences. The fact that farmers are outnumbered by city people

within a certain geographical or political division does not change the fact of their being farmers.

Furthermore, we think we detect a subtle switching of measuring rods used in evaluating city and farm markets. In the case of the former, Mr. Hurd has used quantity, that is, the number of people and over-all sales transactions. In the case of the rural counties, he has used quality, i.e., "gross income per farm."

Measuring Rods Differ

But that makes a county such as Eureka, Nev., for instance, with 45 farms and a total 1944 value of farm products of \$820,026, an "Above Average" county. It also puts our Sussex County, with 4,897 farms and \$48,808,562 worth of products, in the "Below Average" category. Yet Sussex County is listed by SALES MANAGEMENT as 12th in the United States among agricultural income-producing counties.

So a county with six electrified farms and 18 farms with running water is "Above Average," while another, with 2,971 electrified farms and 2,528 farms with running water and 61 times the agricultural income,

is "Below Average."

Something, it would seem, is wrong with the Hurd system.

At least one of the things wrong is that it confuses the locale of buying with that of living and deciding to buy. It confuses the sales manager's problem of locating stores with that of reaching people. To compare media (which create buying desires among people where they live) with sales (which are simply consummated within city limits) is to compare two things which, by their very nature, are not to be compared.

It is like comparing two food products, using taste as the criterion for one and nutritional value for the other, i.e., jelly beans are "better" than milk.

How, otherwise, can we account for rating 242 farm counties close to metropolitan centers as metropolitan counties? Those are high income farm counties in some cases precisely because they are close to buying centers. In other cases, the buying centers grew up in the rural areas because they were high-income producing rural areas.

The important questions for the sales manager in planning his adver-

SEATTLE POST-INTELLIGENCER CAMERAMEN

Win Again!



JOHN MILLER



KENNETH HARRIS



STUART HERTZ

From Washington State's news photographers, hundreds of photos were entered in the Washington State Press Club's 1946 Awards for Distinguished Photography. Again, as in the previous year, Post-Intelligencer cameraman took the lion's share of prizes, winning three of the six awards given, with Kenneth Harris taking first place for news shots while Stuart Hertz and John Miller took awards in the sports and feature divisions. Good writing and good pictures make a great newspaper....two reasons why The Seattle Post-Intelligencer is "everybody's newspaper" in the Pacific Northwest.

the Seattle Post-Intelligencer REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

NO MIRACLES ON 44TH STREET BUT...



... plenty of Direct Selling Know-How!

250 experts to write your story and produce it to get the right reaction from your audience.

Start 'shooting' now for the 'box office' returns you want from your 1947-48 sales promotion program. Ahrend productions have won 23 national awards in the last 4 years. Let us help you wind up your campaign with a happy ending!

Come in for a preview—no obligation—or . . .

call

MU 4-3411



D. H. AHREND CO.

Creative Direct Advertising

333 EAST 44th STREET • NEW YORK 17

Courier EXPRESS

Spital Plane Crashes; One Killed

Asks Quick Passage of Teacher Pay Bill

Teachers' W. and Strike: NYC Lays

W. could Peril Professions: 1947-48

For Economy

For Economy

For Economy

For Economy

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For Economy

REACH BUFFALO'S BUYING
POWER thru the

**Buffalo
Courier-Express**

Buffalo's Only

Morning and Sunday Newspaper

tising campaign are: Where is the buying power? How and where do the people who have it make up their minds to buy?

The sales manager's desire—and need for a simple chart which will enable him to select his media with a minimum of waste is understandable. Understandable, also, is the desire for simplified markets, reachable with a minimum of copy prepara-

—May the Editor Get Into This Argument?

Since George Jordan's contribution is directed at Arthur Hurd, it seemed only fair that the latter should see a proof and have an opportunity for rebuttal. He contented himself with first making the general observation that Jordan marshals effective arguments for the farm field, but that he must be *answering* a couple of other fellows, since he, Hurd, is not guilty of the charges made. As proof of his innocence he pointed out that he *didn't* say that the farm market would seem to be composed chiefly of low-income rural areas populated by people who do not read city newspapers and urban magazines; on the contrary he said that three Sunday supplements alone covered a quarter of the farmers and that a list of 158 Sunday newspapers covered 48% of all families living in rural markets.

Hurd slugs back at the Jordan statement that he can't conceive of a single, simple slide-rule formula by pointing to the second paragraph of his first article, where he said, "this method is not a 'formula' for sales planning."

Again—Hurd agrees with Jordan that the farm market is important. "My articles simply pointed out that value of the several market classifications was very different and that the sales manager's problem was not to ignore any of them but to be sure that each one received the proper proportion of the advertising expenditures. It should be obvious that the proper proportion would be in direct relation to the amount of sales."

Where the two men really disagree may be illustrated by the Jordan reference to Lancaster County, Pennsylvania. Jordan sees this as a rich farm market, and he is right. Hurd takes the Bureau of the Census designation of Lancaster and its county as a Metropolitan County market, and he is right. One puts greatest emphasis on the city as a trading center, the other on an important segment of that market, the well-to-do farmers.

tion and a maximum of circulation.

But, in all fairness to our clients, we don't see how it can be as simple as Mr. Hurd has made it appear.

The best we have been able to do is to reduce to four the basic questions which a media man must answer in making his selections. But those four questions must be answered each time, for each client and each new product or service to be advertised.

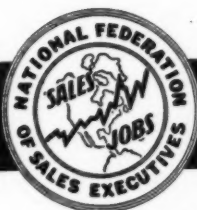
If I may put in my two-cents worth (and probably get slugged by both men for doing so) may I point out that in any simple form of market delineation you are bound to leave out *something*? For example, if you use our Survey of Buying Power and study our estimates of retail sales, you know *where* people buy, and *how much*. It's valuable if you are studying store distribution of your goods. But if you want to reach people, through advertising, *where they live*, then the estimates of the number of people in a county and their *incomes after taxes*, will be more effective as yardsticks. As a compromise solution for those who wish to combine all of those factors in a single index we offer the "% of U.S.A. Potential."

I feel that Hurd has given us something comparable to the latter: he has selected the best market *places*, and has put them together with a surrounding territory delineated not by him but the Bureau of the Census. Some of the people in that area are farmers, some laborers, some professional people, et cetera. He calls it a *tool*, and I don't think he would argue that a complete marketing house should be built with the use of one tool only.

Jordan, on the other hand, is more interested in people where they live and the particular *kind* of people, rather than where they buy, and in his arguments he seems to this impartial observer to be *supplementing* Hurd's plan rather than knocking it down. Jordan says in effect, "a good farmer is where you find him," (and in his second article he tells how best to find him) and I interpret his remarks to mean that he thinks Hurd rather neglects in his thinking those farmers who do not happen to live in the counties indicated as rural on the J.W.T. Map. Hurd points out that he *does* think of them, but puts them in as a part of the entire market which can be reached from a metropolitan center.

Philip Salisbury

SALES MANAGEMENT



FEDERATION

News

Published Monthly by the National Federation of Sales Executives.

Issue 37

334 Paul Brown Bldg., St. Louis, Missouri

June, 1947

NEW OFFICERS AND DIRECTORS OF FEDERATION NAMED AT CONVENTION

NEW RESOLUTIONS ADOPTED AT NFSE ANNUAL CONCLAVE

ONE of the most important accomplishments of the Twelfth Annual NFSE Convention in Los Angeles on June 2, 3 and 4 was the formal adoption of seven resolutions stating the Federation's chief objectives for the coming year.

Chairman of the Resolutions Committee, which prepared the seven-point declaration of Federation policy, is Raymond Bill, publisher of Sales Management Magazine. Other members of the committee are: J. G. Aspley, Hugo Bedeau, W. V. Ballew and George S. Jones, Jr.

The first resolution was prompted by the conviction that the general public is in great need of education regarding the important role selling plays in our free economy system. The resolution calls for establishment of regular courses in American schools and colleges designed to assure all Americans of

(Turn to next page, please)

Gene Flack Named New President; Alfred Schindler Elected First Vice-President

GENE FLACK, director of Advertising and Trade Relations Counsel of the Sunshine Biscuit Company, New York, and last year's NFSE first vice-president, has been elected President of the National Federation of Sales Executives for 1947-48.



Mr. Flack was elected, together with an entire new slate of officers, at the recent NFSE Convention in Los Angeles.

Named as First Vice-President is Alfred Schindler, former Under-Secretary of the United States Department of Commerce. Arthur H. Motley, president of Parade Publications, Inc., New York, was elected Second Vice-President.

John W. Evans, manager of the Kee-Lox Manufacturing Company, Cincinnati, was re-elected Treasurer for the next year.

New Directors-at-Large are Hal W. Johnston, executive vice-president, Stecher-Traung Lithograph Co., Rochester, N. Y.; Dan Hudson, president, Family Reserve Insurance Company, Birmingham, Ala.; F. Scott Fletcher, president, Encyclopedia Britannica Films, Chicago; and Paul Heyneman, San Francisco sales consultant.

Named as new regional directors were Andrew J. Flanagan, Newark Evening News, Newark, N. J., Eastern Region; Dwight Thomas, Gulf Brewing Co., Houston, Tex.; Southern Region; Roy Warmee, Minneapolis-Honeywell Co., Minneapolis, Midwest Region; G. J. Ticoulat, Crown-Willamette Paper Co., San Francisco, Western Region; and Roydon M. Barbour, Saturday Night Press, Toronto, Canada, International Region.

New district directors of the Fed-

(Turn to next page, please)

1947 Sales Management Award Presented To Toronto Advertising and Sales Club

THE Advertising and Sales Executives Club of Toronto, Canada, is the winner of the 1947 Sales Management Award for the year's outstanding club contribution to Selling and Sales Management.

Presented at the NFSE Convention in Los Angeles by Andrew J. Flanagan, chairman of the Awards Committee, the 1947 Award was accepted on behalf of the Toronto club by Roydon M. Barbour of

Toronto, International Director of the Federation.

Honorable mention went to the Sales Managers' Association of San Francisco. The Rochester and Los Angeles Sales Executives' Clubs also received recognition for their entries.

The Toronto entry was chosen unanimously as this year's winner for its many and outstanding sales

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FEDERATION NEWS

Published by
The National Federation of
Sales Executives

334 Paul Brown Bldg., St. Louis, Missouri
FRANCIS X. O'BRIEN, Editor

OFFICERS AND DIRECTORS

Gene Flack, President—Director of Advertising and Trade Relations Counsel, Sunshine Biscuits, Inc., Long Island City, New York.

Alfred Schindler, 1st Vice-President—The Alfred Schindler Company, St. Louis, Missouri.

A. H. Motley, 2nd Vice-President—President Parade Publications, Inc., New York, New York.

John W. Evans, Treasurer—Manager, Kee Lox Manufacturing Company, Cincinnati, Ohio.

A. T. Danielson, Director—Vice-President, Barker Brothers, Los Angeles, California.

George S. Jones, Jr., Director—Vice-President, Servel, Incorporated, Evansville, Indiana.

DIRECTORS-AT-LARGE

Hal W. Johnston—Executive Vice-President, Stecher-Traung Lithograph Company, Rochester, New York.

Dan Hudson—President, Family Reserve Insurance Company, Birmingham, Alabama.

F. Scott Fletcher—President, Encyclopedia Britannica Films, Chicago, Illinois.

Paul Heyneman—Sales Consultant, San Francisco, California.

REGIONAL DIRECTORS

Eastern—**A. J. Flanagan**—National Advertising Manager, Newark Evening News, Newark, New Jersey.

Southern—**Dwight Thomas**—Executive Vice-President, Gulf Brewing Company, Houston, Texas.

Midwestern—**Roy Warmee**—Minneapolis-Honeywell Regulator Company, Minneapolis, Minnesota.

Western—**G. J. Ticoulat**—Manager of Sales, Crown-Willamette Paper Company, San Francisco, California.

International—**Roydon M. Barbour**—Saturday Night Press, Toronto, Canada.

DISTRICT DIRECTORS

Herbert B. Carkin—President, Standish-Barnes Company, Providence, Rhode Island.

Frank P. Connolly—Sales Manager, Valentine and Company, New York, New York.

Ray T. Crowell—President, Rowe Paint & Varnish Company, Buffalo, New York.

M. F. Foeller—District Superintendent, AT&T, Philadelphia, Pennsylvania.

Harry Morine—William Powell Valve Company, Cleveland, Ohio.

Harold Hirth—Sales Manager, Frankfort Hardware Company, Milwaukee, Wisconsin.

Frank E. Waechter—Vice-President, Fairmont Foods Company, Omaha, Nebraska.

Stan W. Alford—Division Manager, Iron Fireman, Atlanta, Georgia.

C. C. Walther—Walther Brothers, New Orleans, Louisiana.

R. L. Jones—District Manager, Pittsburgh Plate Glass Company, Oklahoma City, Oklahoma.

James H. Carothers—Sales Manager, Hages, Limited, San Diego, California.

Mitchell Heineman—Vice-President, Jantzen Knitting Mills, Portland, Oregon.

RESOLUTIONS

(Continued from Page 1)

knowing the fundamental facts about the sales and distribution system.

Based on the fact that selling is a true science, requiring adequate training and teaching, the second resolution calls for the persuasion of business men everywhere to hire as new salesmen only men who have received or are undergoing adequate salesmanship training.

Third resolution calls for the promotion of full-time courses in colleges and universities in the post-graduate education of sales executives. The same resolution pledges Federation support in establishing such courses and in assisting those already in operation.

The Sales Manager's Creed of Standards is the subject of the fourth resolution which calls for an active campaign of promotion to persuade American business to adopt the Creed and its provisions in all their dealings with salesmen.

Removal of "Regulation W" and other restrictions on free selling is the fifth resolution, designed to free selling to govern itself and to hasten the return to a peacetime economy.

Continued cooperation with the National Distribution Council of the United States Department of Commerce is the next resolution. It calls for full cooperation with the Council's efforts to beget national understanding of the function of distribution and selling and to help business attain the aggregate volume of sales which will enable distribution to keep pace with greatly enlarged production.

The final resolution calls for a vigorous effort to influence Federal, state and local government to do the following:

1. Substantially reduce income taxes.
2. Eliminate and reduce other taxes and charges which increase the cost of distribution and hence consumer prices through measures imposed by government.
3. Eliminate all possible restrictions and impediments to the free flow of goods and services through the channels of trade.
4. Provide business with the marketing distribution statistics which experienced

NEW OFFICERS

(Continued from Page 1)

eration include the following: Herbert B. Carkin, Standish-Barnes Co., Providence, R. I., District 1; Frank P. Connolly, Valentine & Co., New York, District 2; Ray T. Crowell, Rowe Paint & Varnish Co., Buffalo, District 3; M. F. Foeller, American Telephone and Telegraph Co., Philadelphia, District 4; Harry Morine, Powell Valve Co., Cleveland, District 5, and Harold Hirth, Frankfort Hardware Co., Milwaukee, District 6.

Other new District Directors are Frank E. Waechter, Fairmont Foods Co., Omaha, District 7; Stan W. Alford, Iron Fireman Co., Atlanta, Ga., District 8; C. C. Walther, Walther Bros., New Orleans, District 9; R. L. Jones, Pittsburgh Plate Glass Co., Oklahoma City, District 10; James H. Carothers, Hages, Ltd., San Diego, District 11; and Mitchell Heineman, Jantzen Knitting Mills, Portland, Oregon, District 12.

SALES MANAGEMENT AWARD

(Continued from Page 1)

training programs. During the year, the Toronto organization sponsored 10 separate education courses devoted largely to salesmen training. In these courses, over 31,605 salesmen were trained.

Raymond Bill, publisher of Sales Management Magazine, donors of the Award, congratulated the winners and announced that a new award will be made next year for the sales executives' club which contributes the most to the continuous post-graduation education of sales executives.

Judging this year's entries was a committee chosen by A. T. Danielson, retiring NFSE president. Comprising the Committee, in addition to Chairman Flanagan were Harry G. Hoffman, president of the Sales Managers Association of Milwaukee; Kinsey N. Merritt, former NFSE president; Dwight Thomas, president, Houston Sales Executives Club; and Robert M. Hixon, convention publicity chairman.

sales executives declare to be essential to coping with and successfully meeting the gigantic distribution problem which now confronts the nation.

• • *Speech of the Month* • •

NEW SCOPE FOR SALES MANAGEMENT

Excerpts from an address by LEO NEJELSKI, president, Nejelski & Company, Inc., Management Counsels, New York City. Delivered before the Sales Executives Club of Columbus, Ohio.

I BELIEVE in certain principles of selling. Also, from experience, I am convinced that selling is greatly undervalued by business management. These are the points I will cover first. Following that, I will tell you what, in the opinion of our organization, successful sales managements of the future will be thinking and doing.

Recently, I was talking with a group of high school students. We were discussing their futures and I asked them how many were planning for a career in selling. My question met with total silence. Then one youngster remarked that if he failed in everything else he could always get a job selling. That is the attitude of too many people. To them, selling is a vocational accident, something you choose as a last resort. This typical attitude only reflects a state of mind which must not be accepted by business, if a keystone of our economy is to have its true place.

Part of this attitude stems from old-fashioned and outmoded ideas of selling. The Romans started it. They said, "Caveat Emptor!" Let the buyer beware. That tradition was handed down to them through ancient history. It developed from the trickery and double-dealing of primitive marketing where the seller's "horse-trading" was always regarded with suspicion.

What Do Your Friends Say?

In clarifying your own notions about selling, you must have questioned your friends as I have done deliberately over the past several years. Perhaps you have also found that the more removed people are from a scientific or systematic approach to their problems and needs, the vaguer they are about the function of selling. For example, one woman told me that selling was

wasted on her; she discounted everything that was told her. Yet, on questioning her, I discovered that she knew very little about most of the things she bought and even less about her less frequent purchases. Obviously, she needs buying assistance very much; however, the frame of mind she brings to a sales situation is one of suspicion and hostility. How many people still feel as the Roman buyer did? Somebody ought to find out because until the causes of this widespread hostility are nailed down, any redefinition of selling will remain a nice-sounding theory.

Is it not the increasing specialization of our industrial economy that gives the consumer more and more difficulty in making sound buying decisions? He may be king but he is no longer the authority. He knows less and less about the complicated variety of goods he buys and unless he gets the right kind of help when he is making decisions, he becomes confused and insecure. This, in turn, is bound to generate hostility, particularly if it is repeated frequently enough.

Again, have you noticed that purchasing agents, architects, doctors, chemists, and others who have a systematic approach to their problems, invariably welcome good buying assistance? Here, interestingly enough, you find the greatest resistance to the high-pressure tactics of over-persuasive selling.

Knowledge (Communication) Versus Over-Persuasion

Against this brief background, let us tackle a redefinition of selling. Let us say that selling is the art of communicating meaningful and required information and using persuasion to help people make sound purchases which are profitable because they give gratification.

Why did I say that management under-estimates the value of selling? Because our organization has seen this time and again in our management studies. The lack of a correct definition distorts sales programs and blurs their resultfulness.

When we examine the approach contained in our definition of selling, we see two essential elements: First, selling is the art of communicating required and meaningful information; second, the correct use of persuasion for decision and consumer profit and gratification. The research of our organization proves that, except in the technical phases of industry, management thinks of selling predominantly in terms of persuasion. The sales power of relevant information presented to meet the realistic needs of the customer is not appreciated adequately.

Of late, many organizations have been examining the value of "low-pressure selling," where persuasion is the lesser factor. Should not management understand clearly that the important thing here is not the low-pressure but that a maximum transfer of meaningful information can take place only when both the buyer and seller set out to solve the buyer's problem? It is in fact easy to sell when you really understand the customer's needs and requirements. Management must realize that this can only be done on a realistic, fact-finding basis, when frank discussion of the problem takes place without persuasive over-selling.

Profits From Gratification

We also said that selling is the art of helping people make sound purchases which are profitable and give gratifications. Management has realized that the gratified customer is the repeat customer but has

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FEDERATION *News*

REEL



THE WINNER!

Roydon M. Barbour, NFSE International Director, accepts the 1947 Sales Management Award on behalf of the Advertising and Sales Executives Club of Toronto, which received the honor in recognition of its outstanding activities during the past year. Making the award is Andy Flanagan, Newark Evening News, chairman of the Awards Committee. That smiling face in the middle belongs to Raymond Bill, publisher of Sales Management Magazine, donor of the award.



FLYING HORSEMEN

Currently on a triumphal tour of sales executives' clubs throughout the country are the "Four Flying Horsemen" of the Milwaukee Sales Managers' Association with their dramatic and colorful sales presentation. From left to right: Les Falk, Al Herr, James Dornoff and Dick Koehn.



SPELLBOUND

Members of the newly affiliated Sales Executives Club of Mobile, Alabama, listen spellbound to the great array of top sales talent featured at their recent inaugural meeting. Out of sight of the camera, but very much in evidence to the audience, is that old spellbinder, Gene Flack, new NFSE prexy.

CONVENTION HIGHLIGHTS



HIGHLIGHTING Selling's Greatest Conclave were some of the activities pictured above. Top left: Senor Davis, vice-president of the Sales Executives Club of Mexico City, presenting a magnificent Mexican flag to the Federation. A. T. Danielson, retiring NFSE chief, is shown accepting the flag on behalf of his organization. Top middle: Mrs. Erlene Perkins, guest of Mrs. Tony Whan at the Federation wives' Earl Carroll's party, who was crowned Queen for a Day on the popular coast-to-coast broadcast of the same name. Top right: A trio of Adohr Farms chefs ready several mammoth portions of prime beef for the huge barbecue which climaxed the Convention social program. Below: Part of the capacity crowd of NFSE delegates from all over the nation which packed Los Angeles' famed Biltmore Bowl to hear the slate of internationally known speakers at the Convention closing dinner.



SPEECH OF THE MONTH

(Continued from Page 3)

under-estimated the extent to which the gratification widens out to include the store or organization which sold him an item on this basis. This spread can and does extend to all the goods and services the organization can supply. The purchaser returns to the sound and satisfying seller—but not to the seller who has forced a sale regardless of consequences.

This raises the question whether management has given sufficient weight to the human factors in selling. Since the customer is not interested in buying goods *per se*, but rather in satisfying his needs and in solving his problems, then skillful selling must consider the customer's special and individual personality, his level of expectation, and many other human factors.

Now let us consider very briefly eight basic approaches available to modern management with which it can fully mobilize its opportunities through a classification of its sales policies and development of sales research.

1. Don't Over-Simplify.

First of all, management will stop over-simplifying the unique nature of its sales job. Every industry has its own special sales problems and sales objectives. Every company has its own history, its own tempo of development, its own special sales possibilities that are different from those of its competitor. For example, wholesalers tend to think of their sales job as one of persuasion. Actually, a wholesaler's salesman can persuade his retailers out of business by overloading them when the measure of his success should be the flow of goods through the front door. The most successful wholesaler's salesman is not primarily a persuader, but a counselor, supervisor, even manager. In some cases, the manufacturer's representative should give more time and thought to getting wholesale salesmen and retail sales people to go to work for him than in merely persuading them to move more merchandise onto their shelves.

2. Who Can Be Trained To Sell?

Second, management will select its sales people more accurately, to accomplish very specific results and not merely to fit them into general and easy formulas. There is no simple solution to the effective se-

lection of sales people, and those who are leaning over-much on psychological tests are kidding themselves when they think of this as a panacea. The judgment that the executives develop about the fit of persons into the very complex jobs they are to fill is more important and good selection instruments should be regarded as aids to judgment and not substitutes for it.

3. What Are Customer Relations?

Third, management will determine very clearly what kind of relations it wants to develop and perfect with its customers. Vague notions about pleasing people or satisfying customers will be eliminated from their thinking. For example, department stores will know very accurately what factors are important to their people at various income levels, what selling and buying problems they present, and then how the sales persons in their various departments can help their customers solve these problems. Manufacturers will be more concerned about how to make their distributors and retailers more successful in selling their merchandise than of thinking and talking piously about that overworked phrase—good will.

4. Research For Fundamentals.

Fourth, management will see that more revealing methods of research are developed to get at the complicated facets of their problems. They will then relate these findings to the total real-life situations on which their success depends. Research for too long has been putting too much emphasis on too little and thus confusing management rather than clarifying the bigger problems and opportunities. For example, practically all sales planning is done in relation to last year's figures when the only real measures are the potentialities of the market. It takes far more skill to come up with reliable potentials, particularly where estimates of human behavior are involved.

5. Making a Salesman.

Fifth, having defined the nature of its sales job, the human and economic potentialities it can set up as its goals, and having chosen people accurately for these jobs, management will get down seriously to its job of training these people. It will cease thinking predominantly about the mechanics of the job and will give proper emphasis to the knowledge equipment needed to achieve

worthwhile objectives. Then management will see that these people are trained to develop their skills in dealing with and handling customers for their profit and maximum gratification.

6. What Goes Into Sales Supervision?

Sixth, management will recognize more clearly that sales supervision, to be of maximum effectiveness, must include continuous training rather than the pressure and emotional fanfare that so frequently pass for sales direction today. Management will recognize the hell-for-leather school of sales managers for what it is—a group that is greatly ignorant about what makes sales people tick and how to maximize their resultfulness. Sales supervision will give greater emphasis to the individual and will be less concerned about molding everybody into the same pattern.

7. What Goes Into a Valid Evaluation of Selling?

Seventh, management will work out more accurate, more inclusive and more well-rounded evaluations of sales performance. Many companies have judged the value of sales people on the basis of sales alone, when other factors of equal, or greater, importance have not been given adequate weight. For example, in the case of a product that has slipped from a position of leadership, it may be more important to show dealers how to find prospects, how to demonstrate the product properly, and how to get satisfied users to talk about it than it is to move more units into his warehouse.

8. Sales Policy From Down-to-Earth Research.

Eighth, management will coordinate its sales objectives much more closely with its objectives for assembling raw materials, providing greater continuity for its work forces, and leveling out the peaks and valleys of its workflow through its plants. Realistic but courageous sales objectives can go a long way toward taking some of the kinks out of our boom-and-bust economy.

Taken together, this is a brief outline of the new scope for sales management. These goals are attainable. They are worthwhile, because if we achieve them, we can have not only a more prosperous but a happier and more confident nation, as well.

Washington LETTER



Prepared for
National Federation of
Sales Executives by
Business News Service

PRICE PROBLEMS

Administration attack on prices has died down temporarily and will revive as new situations appear. One widely repeated story is that Administration officials had tried to talk down prices while major union contracts, other than coal, were in negotiation with the purpose of preventing new price rises. If so, they succeeded.

The new attack is on price maintenance, under the Miller-Tydings Act. Studies are being worked up. It, like the others, is talk.

The campaign, meanwhile, is being criticized from two sides. At the recent Chamber of Commerce annual meeting, spokesmen for industry, housing particularly, said that the Administration was deliberately destroying markets. On the other hand, Government's own policies, Congressional majority members like to point out, don't always encourage low prices.

SAVINGS AND TAXES

Within the Government, the chief subject now is money—appropriations. Not until July or so will it be possible to assess accurately just how much Administration work is being reduced by Congress. Meanwhile, however, experts are leaving in droves. Those doing business with Government—as salesmen, as advisors or solicitors of advice, etc.—will in many cases have to make new connections.

Tax cuts this year depend on whether the President will or won't veto; veto would be supported in Congress. The Senate Finance Committee, however, has stolen some ideas once exclusively expounded by the Administration: that budgetary policy can be used to stave off depressions. The Committee is against throwing too much money into debt retirement. Otherwise, this year, a bill cutting the excises on furs and on communications—in each case on pleas of distress—is likely to go through.

Next year, the whole tax structure will be overhauled. Hearings, however, will go ahead now; if sales executives have ideas important to the distribution side of the business, they can present them to the House Ways and Means Committee.

INSTALLMENT SALES

While the House Banking Committee holds hearings on getting rid of Regulation W, covering instalment sales, the Federal Reserve Board is preparing to scrap the regu-

CENSUS ON RETAILING

Census Bureau has gotten out a compilation allowing a sales executive to compare, for many score cities or trade areas as well as classes of product, independent retailers' increases in sales and inventories from 1945 to 1946. Though figures are old, they reveal important geographical trends in major retail lines.

Write the Business Division, Census Bureau, asking for the Annual Retail Trade Report. Also get the latest Monthly Retail Trade Report which provides sales figures, classified by State and by line but without cross-classification.

Same Bureau also has "Monthly Retail Trade Report," for States, Cities and Areas in broad regions like New England, Mountain States, Pacific Region, etc. These give sales changes, highly differentiated as to classes of store, and with a rougher geographical breakdown. In writing Bureau for them please mention NFSE and BNS.

lation. It will go, at the latest, by mid-summer, Board hints.

Testimony before the Committee indicates that those still subject to installment regulations — autos, furniture, appliances, etc. — generally look toward competition in credit terms rather than prices. Auto dealers, e. g., expect high car prices for a long time and want low down payments.

TARIFF TANGLES

Swift House passage of a bill allowing special import fees on wool emphasized Congressional opposition to State Department's International Trade Organization and to its tariff bargaining. Under Secretary Clayton had flown back from Geneva to say that the bill would puncture tariff negotiations. Members said that that was exactly what they wanted.

Outlook on the wool bill itself is for removal of the import fee in conference with the Senate or for veto. Effect of the incident on tariff bargaining is considered high.

TEXTILE DESIGNS

Rep. Hartley has introduced a bill to stop style piracy in fabrics. The Patent

Office, which would register new designs, has given its endorsement. Back of the bill, of course, are the leading dress houses. Paris designers, like Americans, could register.

SALES TROUBLE ON STEEL

Hearings of the Senate Small Business Committee on steel distribution have brought out so far that the companies have found no way to satisfy their customers. Buyers in the New York, Buffalo and other areas are said to be unable to place orders except in what is called the "grey market." Companies are said to prefer selling near home even though customers offer to pay the freight. Later, the committee may look into whether these alleged discriminations reflect either the effects of the Robinson-Patman Act, basing points, or both in combination.

SELLERS' WAITING LISTS

Sellers who promise to serve their customers in turn may not juggle the waiting list, according to decision by the Baltimore Circuit Court, and may not take premiums for early delivery. This applies, particularly, if the product is highly scarce. The decision was not and won't be appealed; similar suits will probably be filed in other cities.

COURT DECISIONS

Washington spokesmen for major railroads affected by the Supreme Court's class-rate decision emphasize the importance of the case with respect to rates. The Court, point by point, upheld ICC's order that southern roads cut and northern roads raise class rates 10 per cent.

The tariff bureaus of the roads are now compiling a new rate book which should be ready in July. When the new rates go into effect, sales executives probably will have to go over them with the traffic managers in order to judge whether they should re-price their products or re-route deliveries.

STATISTICS ARE CUT

Commerce Department, like other agencies, has outlined estimated effects of the budget cut voted by the House. Various statistical series on supplies, sales, inventories, etc., will be dropped or the coverage reduced.

Because buyers' markets are now appearing some of the series have just been gaining readers. Sales executives who use them or other Department services should write asking for Secretary Harriman's statement on House Committee recommendations covering 1948 appropriations.

COMMODITY REPORTS

Department no longer issues its commod-

ity reports free, but sells them through Superintendent of Documents on these subscription bases: Chemicals and drug, monthly, \$2.50; fats and oils, bimonthly, \$1.00; sugar, molasses and confectionery, quarterly, 50¢; coffee, tea, and spices, quarterly, 40¢; leather, monthly, 60¢; pulp and paper, monthly, \$2.25; lumber, quarterly, 50¢; canned fruits and vegetables, bimonthly, \$1.00; rubber, bimonthly, 50¢.

OTHER DATA READY

The sales manager who wants to know the over-all market for a product which sells to a particular income bracket should get some clues from Census' "Family and Individual Money Income in the United States, 1945 and 1944". In writing Bureau, specify "Series P-S, No. 22", mentioning NFSE and BNS.

Census has published results of its veterans' housing survey in 109 selected localities, which includes housing plans of veterans and how much rent or cash they intend to pay if they move. To get it, write the Bureau asking for "Population: HVet—No. 114", mentioning NFSE and BNS.

Available from Superintendent of Documents at 35¢ is "Market Analysis for Business" consisting of reprints from Survey of Current Business. Articles cover price structure, inventories, sales-expense ratios and are all hard reading.

FTC ACTIONS

The Federal Trade Commission has embarked on a new survey of the effects of the Miller-Tydings Act, allowing price maintenance arrangements when State law provides for them. Whether the study is just a pot-boiler or is to be taken seriously with respect to pushing for legislation can't be judged yet.

Commission's trade rules for the Household Fabric Dye industry are at last available and can be obtained free from FTC. When writing the Commission for a copy, please mention NFSE and BNS.

FARM MARKETS

Agriculture Department offended Congress in its handling of its new marketing research program. Too much emphasis was put on physical and not enough on distribution research. The Department will take the warning to heart; if it works up a distribution program, it will get a new high appropriation next year.

The aim is to cut distribution costs, squeezing out somebody in order that the farmer may get more of the total take.

Among actual distribution surveys are consumer preference studies. One is being gotten up for cotton and rayon. Housewives will be asked what qualities they want in fabrics they buy.

What Happens to Media Direct Mail That Does Get Past the Secretary?

BY JAMES C. CUMMING • Vice-President, John A. Cairns & Co., Inc.

Langley Collyer should have been a space buyer. In just a few months he could have filled his house with most of the junk it took him 38 years to accumulate. He wouldn't have had to look for it, either. Magazines, newspapers and radio stations would have sent it to him—free!

I've just tried it for a month. I'm not a space buyer, but in less than five weeks here's what I've accumulated—just because I'm an agency man who might influence somebody's advertising schedule:

A singularly beautiful mailing piece from *The Saturday Evening Post*. It's in four colors and explains that "It's fashion-wise to check your coat." I hate to throw this away. It's a nice piece of printing. But it doesn't seem to have any factual information for me.

A Newsletter from *Better Homes & Gardens*. Attached to it is a note that "The Newsletter is edited for directors and personnel in leading department stores throughout the country where there are Better Homes & Gardens Planning Centers . . . but we're sending it to you because we think you too will be interested in the program." I am, but the Newsletter is long, not aimed at me, and there's other mail waiting.

A letter from *Modern Screen* enclosing a sample of the magazine's fashion section. It's a good section. I wish they'd tell me how many of those hats on page 75 were sold to the *Modern Screen* readers.

A letter from Street & Smith announcing a rate increase for *PIC*. I'd send it to our media department, but I know they have a duplicate . . . so out it goes.

A letter from *The Parents' Magazine* enclosing a brochure about a \$1,175,000,000 dinner table. It's good, as it has facts and figures.

A postal card from *Today's Woman* announcing a change of address.

A long bulletin from *Collier's* titled "The Letters of Mr. X." Maybe there's something in this that will help me sell space in *Collier's* to my clients, but I can't find it in a hurry.

The American Weekly's "American Digest," a good little magazine in its own right.

A reprint of an advertisement by Metropolitan Group.

A copy of the April issue of *The National Grange Monthly*.

A letter from *True*, with this information at the top:

1. MALE PAID CIRCULATION . . . OVER 1,000,000.
2. READER INCOMES . . . HIGH.
3. ADVERTISING COSTS . . . MODEST.

At least that gets some meat about the magazine into my noggin in the few seconds while the letter is on its way from the desk to the wastebasket.

"Hot Spots," a bulletin of information from *Fueloil & Oil Heat*. It's full of usable information and it doesn't take long to read.

A note from Bill Buckley of *Good Housekeeping* attaching a full-page newspaper advertisement which I had already seen when it appeared in the paper.

Another Metropolitan Group reprint, this time of an advertisement from *The New York Times* of October 4, 1946.

A note from *The Parents' Magazine* enclosing a reprint of an advertisement from *Printers' Ink*, *Tide*, and *Advertising Age*. It would seem to be a fair bet that I'd see it in one of those publications, so why waste money on a mailing?

An over-size card from *Parade* saying that Shotwell Manufacturing is in the book with a new schedule.

A letter from Ted Mueller of *Newsweek* describing editorial highlights in the March 17th issue.

A photo-offset folder from *Town & Country* crowded with photographs of the homes *Town & Country* readers live in. This is pretty good; it gives at a glance a strong impression of the market.

An engraved announcement of personnel changes at *The Chicago Herald-American*.

"The Wage Earner Forum" sponsored by Macfadden Publications. This bulletin does a good job of outlining the way wage earners think on many questions that concern all of us, but it's hard to see at a glance who it helps to sell space

in Macfadden Publications. Or isn't that its purpose?

A letter from *Liberty* of Canada, enclosing a copy of the magazine. This is a good idea in view of the fact that Canadian *Liberty* doesn't circulate widely here in the States.

A copy of *Parade* for March 2.

A copy of *Parade* for March 9.

A letter from Wally Boren describing some of the editorial features in *This Week*.

A bulletin from *Girls' & Teens' Merchandiser* that looks as though it would have made a better advertisement than a mailing piece.

A two-page bulletin from George Kamen about his program, "Queen for a Day." It's well headlined for fast reading.

Another letter from Bill Buckley at *Good Housekeeping* attaching a survey in which retail buyers of cosmetics report on magazines. Listed in the survey, in addition to *Good Housekeeping*, are *Life*, *Ladies' Home Journal*, *McCall's*, *Cosmopolitan*, *Woman's Home Companion*, *The Saturday Evening Post*, *American Magazine*, *Redbook* and *True Story*. I know it's common practice, but why does one magazine give advertising like this to its competitors? Would Ford name Chevrolet in his advertising?

A letter from Ralph Friedman of *Chain Store Age* describing a coming editorial feature and stating how advertisers can tie up with it.

A letter from Mark Sloman of *Men's Reporter* about Indians; no, it's about Rainmakers; no, it's about advertising raincoats.

A two-color mailing piece from *Pictorial Review* with the caption "Nowhere Else such a Parade of Talent!" It gets over fast.

In the April 15 issue appeared the results of a survey made among private secretaries of company executives and advertising agency men on what happened to direct mail. Perhaps this prompted Mr. Cumming to write this highly welcome but completely unsolicited article about the direct mail pieces which do get past his secretary's desk. It is strictly one man's opinion about advertising mail, but many of his reactions would apply to other businessmen and their mail.



WOW
Omaha

• 590 KC
• 5000 WATTS
• NBC
AFFILIATE

JOHN J. GILLIN, PRESIDENT
REPRESENTED BY JOHN BLAIR & CO.

FACTS ABOUT THE ELIZABETH MARKET

The Elizabeth Market is New Jersey's 5th Largest in Retail Sales

★

Effective Net Income
\$324,840,000
Retail Sales
\$207,520,000

Elizabeth Daily Journal
ELIZABETH, N. J.

Special Representative
WARD-GRIFFITH CO., INC.

A particularly beautiful brochure from *Woman's Home Companion*. Caption: "The Companion goes to her head." I wish I could figure out—in the 30 seconds I'll give to its study—what this one is all about. Maybe all they want to tell me is what the back page says: "It adds up to an exciting package of glamour."

A self-mailer from KPAC, Port Arthur, Texas, giving the station's program schedule from April 1 to April 30. How do you suppose I ever landed on that mailing list?

A broadside from *Infants' & Children's Review* headed "I haven't played a hand like this in years!"

A letter from *True* headed "Are you investing your advertising appropriation with today's leaders?" This is another of those publication pieces that does a nice advertising job for the competition. The other magazines listed in this case are *Sports Afield*, *Esquire*, *Outdoor Life*, *Pic*, *Field & Stream*, *Hunting & Fishing*, and *Sport*.

A miniature front page of *PM*, covering a reprint of Billy Rose's column. But everybody knows *PM* carries editorial matter; the question is, has the paper picked up any advertisers? Maybe I ought to buy a copy some time to see.

A bulletin from *Luggage and Leather Goods* saying that buying is opening up now.

Another letter from *Men's Reporter*.

A personal note from Jim Curtis of *Esquire* enclosing a booklet, "A Portrait of the Men's Apparel Industry." There are 16 pages of text in this booklet. It looks as though some usable material may be in it, so I'll put it away and read it later. Or will I?

Another of *The Parents' Magazine's* good, brief, factual presentations on families with children.

A Wally Boren letter for *This Week*, so well written that it practically read itself to me from start to finish. The enclosure—a form from the book indicating where an illustration by Harper Guff will go!

A broadside from Metropolitan Group telling the story of the Ford advertisement that brought 25,000 requests for the Ford booklet, "How to be an Expert Driver."

The March 31st issue of *Collier's* "The Letters of Mr. X."

An editorial reprint from the April issue of *House & Garden*. Good idea here: A number of advertisements from the April issue are also reproduced.

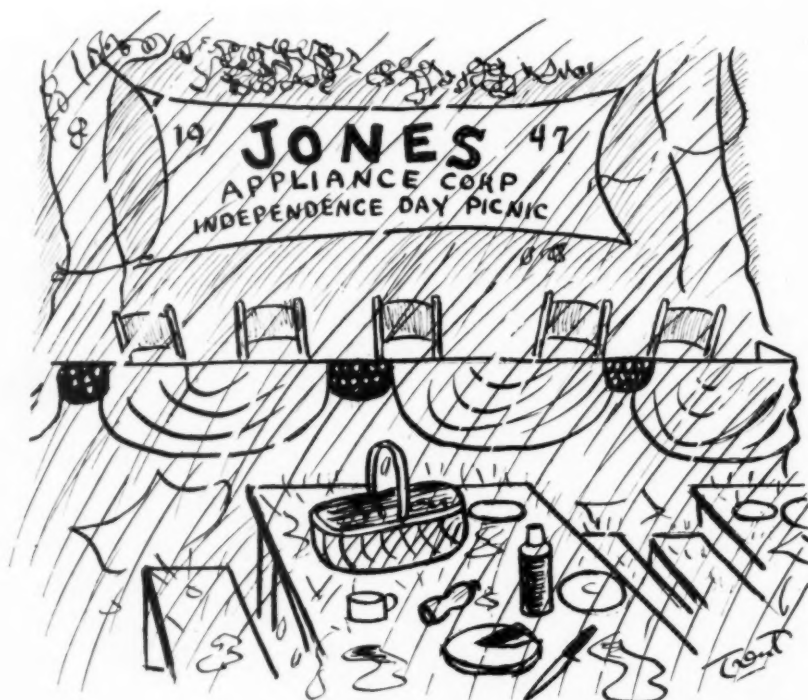
A *Woman's Home Companion* mailing that carries a reprint of a circulation-building newspaper advertisement.

A postal card carrying a cartoon with the caption, "I thought he was talking about the horses . . . but it's Macfadden Women's Group that's running in first place again." First place in what race, I wonder.

A letter from Fred Kogos of *Apparel Manufacturer* talking up his May Export Issue. Not just one letter, either! Six letters, all duplicates, in separate envelopes, each with its own three-cent stamp, and all addressed exactly the same way. Does that ever happen with your mailing list?

Collier's Summer Seil-O-Gram for men's wear retailers, a good-looking 12-page brochure that tells retailers how to tie in with the magazine's editorial features. It doesn't tell how to tie in with the advertising, but it does list *Collier's* men's wear advertisers at the back of the mailer.

A letter from *Time International* announcing that *Time* is more than doubling the space devoted to reporting the news of their own countries to readers in



SALES MANAGEMENT

wise old owls of the ad business consistently use

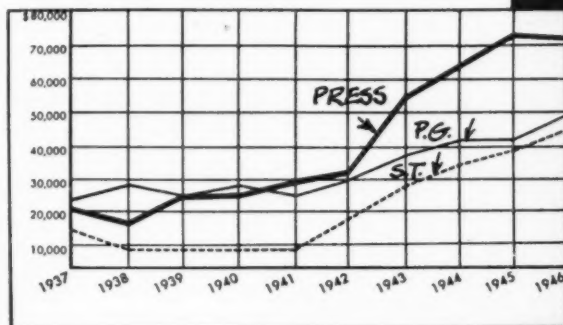
The Pittsburgh Press

Always something happening in the rich Pittsburgh Press market. Right now it's Pittsburgh Consolidation Coal Company starting a revolutionary 120-million-dollar plant that will convert solid coal into gas, oil, gasoline and chemicals right at the tippie . . . and support a 40-million dollar annual payroll. Most of the workers on that payroll will be Press readers.

Most of the workers on *current* Pittsburgh payrolls are Press readers. Seasoned advertisers, whose advertising makes them a living year in and year out, know it. That's why The Press, even after it very reluctantly threw out 3½ million lines last year, carried 32% more advertising lineage than the second paper.

They're owl-eyed with astonishment

Jonasson's, Pittsburgh's No. 1 women's specialty shop, and the nation's No. 1 retailer of blouses, grew 500% in the past 15 years. Part of the explanation is in the record of the store's newspaper advertising expenditures:



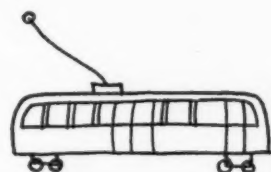
No. 1

IN PITTSBURGH; IN CITY
CIRCULATION; IN CLASSI-

FIED ADVERTISING; IN RETAIL ADVERTISING;

IN GENERAL ADVERTISING; IN TOTAL ADVERTISING.

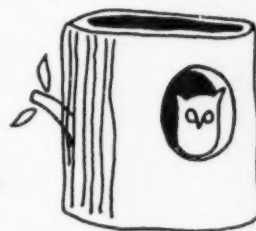
JULY 1, 1947



a favorite on the owl cars every Saturday night, and at home all day Sunday is The Press gravure section. Page readerships over 80% are the rule rather than the exception. Only two gravure sections in the country—one in New York, the other in Detroit—carry more advertising lineage than The Press gravure section.



our
space
men
are
solemn
as
owls



about the newsprint situation, but they manage to squeeze an awful lot of advertising into The Press. You, too, may find it easier than you think to get in . . . and reap those golden results for which The Press is famous . . . especially if you give alternate insertion dates. Try it.



Represented by the
National Advertising
Department, Scripps-
Howard Newspapers, 230 Park Avenue,
New York City. Offices in Chicago, Cin-
cinnati, Detroit, Fort Worth, Philadelphia,
San Francisco.



• ENCORE... *by calendar!*

Over in Newark (N.J.) one day last fall, a good customer of ours despatched the annual batch of used display art to the Dead files . . . and reflected regretfully, as every thoughtful man must occasionally, on the flight of time, the transiency of things material. And more specifically on art that enjoyed a brief season in a dealer's window or on a store wall; and then, by convention, is consigned to inutile darkness . . . or at best, like a re-incarnated Brahmin, begins a lesser existence as a syndicate calendar and lingers on, imprinted with the compliments of venders of Dry Goods & Sundries, or the ultimate ignominy of Stock & Poultry Feeds, Fertilizers Our Specialty.

At this point, the advertising manager of the Krueger Brewing Co., experienced a slightly colossal inspiration:

Why not give his display art a new function, in calendar form . . . augmenting

its advertising value, reiterating past impressions, earning more kudos for Krueger Beer . . .

THE happy result was a six-page calendar entirely composed of art previously used in Krueger posters and display.

The Krueger calendar is cleverly compounded of pictures of younger women and older men, fifty-fifty . . . is surefire in local filling stations and beer bistros, palatable to the patrons, pleasing to the props. Extra useful with two months per sheet, and footnotes of the months past and preceding . . . And nice work for Krueger as well as Einson-Freeman.

IF YOU have any used art around and crave a calendar, a word to Einson-Freeman will start next year's now. We print very nice calendars from brand new art, too!



• EINSON-FREEMAN CO. INC.

Beer and Skittles Lithographers

STARR & BORDEN AVES. • LONG ISLAND CITY, N. Y. • with offices in . . . Chicago, Cleveland, Cincinnati, St. Louis, Minneapolis, Atlanta, Dallas, Los Angeles, San Francisco.

Central and South America. Enclosed is a four-page reprint from the March 31st issue to show how the increased editorial attention is being handled.

A letter from *House & Garden*, dated March 28, announcing the June issue, going to press April 10.

A memo from C. D. Jackson of *Time* and *Life*, attaching reprints of two newspaper advertisements on world trade. Under each advertisement a single line sums up the entire message; "1.—stressed the importance of exports." "2.—showed why imports are essential to two-way world trade." That's an idea for saving the time of the reader!

A letter from R. E. Smallwood of *Sales Management* that starts out, "If you are allergic to surveys, please relax," and then encloses a survey (yes, I say it is a survey) of top management to find out "Who makes advertising decisions in your company?" It does a pretty good job of proving that sales managers have plenty of advertising authority, and that they exercise it.

A letter from Bill Rosen of *Seventeen* about 38 stores, two textile companies, \$65,500, Jonathan Logan, Junior First. Some time I may read it again to try to see what it's all about.

... More of the Same

A postal card from *True* announcing two additions to the editorial staff.

A long letter — two pages — from Shepard Spink at *Life*, enclosing *Life's* report on its training program for ex-servicemen. This is a good job and one that will interest any agency man.

A short note from Gerry Southmayd of *Photoplay* enclosing a photograph of a Russeks window that features a Hollander fur coat shown editorially in the magazine.

A letter from Meredith Publishing Co. giving comparative figures on the sales of six cook books, topped by the one published by their own *Better Homes & Gardens*.

A brochure from *Parade* presenting a good, factual story on Houston, complete with photographs.

A note from Purc O'Gorman attaching another copy of *Parade*.

"Miss America News" for March, directed by *Miss America* magazine to department store executives and much too long for me to digest in a hurry.

Another of those magnificent *Saturday Evening Post* brochures. It doesn't tell me much, though, except that Goodall Fabrics, Inc., is doing some beautiful advertising.

A folder reprinting one of *McCall's* advertisements. Since it's running in *Time*, *Newsweek*, *The New Yorker*, *United States News, Advertising Age*, *Advertising & Selling*, *Tide*, *Printer's Ink*, and *Sales Management* it would be necessary for me to spend six months in a submarine to avoid seeing it even if it weren't mailed to me.

A letter from *Life & Health* that begins, "It is the purchasing power of the

JULY 1, 1947

Ideas ...

you may have missed

For the convenience of readers here is a brief check list of worthwhile booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

Talk to salesmen in field from your desk; they talk to you from their homes, cars, hotels. It's done by Soundscribe's electronic dictating system. Booklet.

1001. Where and how to use decals for point-of-sale advertising: told in Meyercords' full-color "ad-visor."

1002. Want to step up sales goodwill and dealer loyalty? Scripto has an idea for you.

1003. Paste-ups give your salesmen facts in visual form on distribution-dealer advertising. Advertising Checking Bureau's catalog gives details.

1004. Stecher-Traung's "The Selling Power of Full Color" has ideas on improving booklets, broadsides, folders.

1005. Want new salesmen's cars without capital investment? Do away with complicated allowances and mileage payments? Ask for the Four Wheels Plan.

1006. Hagstrom has a new 32-page catalog of sales maps.

1007. Set your own type (cardboard letters, 75 styles) for reproduction in sales bulletins and dealer literature. Fototype's 24-page catalog.

1008. *Pathfinder* offers concrete results of its sensationally successful Main Street plan.

1009. Cram's Businessman's Atlas provides three maps of each state—commercial, highway, county outline—also facts and figures. Circular.

1010. Got the itch for a personal plane for business or pleasure? A Seabee might be the answer. Get "Transportation Unlimited."

1011. New 7-feature binder (grip of 14 rings at the cost of 3) for catalogs and price lists is described in National's new catalog.

1012. Interested in markets of the dairy industries? Market data book giving survey results available from Olsen.

1013. Swing-O-Ring will give you a complimentary pocket-size memo book.

1014. "Test Markets—How to Identify Them," is offered by Roanoke newspapers.

\$2,000 to \$10,000 and over yearly income groups, which produces the maximum sales for most advertised products." Ho hum.

A folder from *Better Homes & Gardens* reproducing editorial pages and listing advertisers.

A very good brochure from *This Week*, full of facts and figures and showing how local promotions are organized around advertising in the publication. It's all fully documented and is definitely the sort of material that helps the agency to sell the client on doing that kind of merchandising and advertising job.

A bulletin from Metropolitan Group, captioned "U. S. Route 1 for national advertisers," with good market figures on the back page. These figures put in the customary plug for the competition, in this case *Puck*, *The American Weekly*, and *This Week*.

A self-mailer from *Seventeen* that gets across two facts pretty fast. The magazine is 30 issues old, and it looks forward to an ABC average of 1,000,000 net paid circulation for the first six months of 1947.

A folder from *Pictorial Review* that looks like a reprint of an advertisement.

Another of Metropolitan Group's advertising reprints.

"News from Pic," a readable four-page publication with a lot of usable data in it.

A letter from *Time* enclosing reprints of two advertisements.

"Over-the-Counter News" published by *True* for retailers. It lists advertisers in current issues with comments on each, and urges the retailer to tie up with them.

Another statistical bulletin from *The Parents' Magazine*.

A seven-page bulletin from *Cosmopolitan*. It's called "The Better Way" and I wish I had time to read it. Maybe I will when I'm living in retirement; perhaps I ought to keep it against the day when time hangs heavy on my hands.

A deckle-edge booklet from *Parade* titled "Syndicated Sunday Magazines, an Appraisal."

A four-page broadside from WJZ passing along some praise for Galen Drake's Sunrise Salute.

A letter from The Commerce Group of Chamber of Commerce Magazines.



- May Traffic Up 50%!
- Dade County Tops State in Bond Sales!
- WIOD Tops 'Em All According to B.M.B., Hooper and Results!



WIOD's B.M.B. coverage maps, with market data now available.

National Representatives
GEORGE P. HOLLINGBERY CO.
Southeast Representative
HARRY E. CUMMINGS
JAMES M. LeGATE, General Manager

5,000 WATTS • 610 KC • NBC

Getting tired? So am I, brother! And I still have a stack of these things on the desk beside me. You'll have to take my word for it that this could go on and on, because I'm going to stop listing them right here.

What's the answer to the problem? Regardless of any snide remarks that may appear above, it's not that publication mailing pieces should be made more interesting. Lots of them—such as "The Adventures of Mr. X" and "The Better Way" are very interesting—but have no really usable information to deliver.

Furthermore it's the business of all of us in the agency business to dig the facts out of publication material that may not be particularly interesting in a surface sort of way. Why, otherwise, would Standard Rate & Data Service be the most thoroughly read publication the average agency uses?

The problem is essentially how much material a busy advertising man can reasonably digest in the course of a working day, and still have time left for his main job—producing advertising.

Set of Rules Needed

The answer to that problem, so far as I can see, would be for each publication to draw up a set of rules like this:

1. Condense what you put into your mailing pieces, and then condense some more. Often the usable facts are hidden in fine print on page 4, so the whole job goes into the waste basket before the reader finds them.
2. Don't send out mailings just to maintain a schedule. Get up a mailing piece only when you have new facts that really can be used by advertising men.
3. Don't be emotional in your mailing pieces. Emphasize the facts and figures; save the emoting for our advertising and your editorial pages.
4. If there's any doubt at all about the usefulness of the information in a mailing piece, don't waste postage on it. File it in your waste basket.
5. No matter how good you think your present mailings are, cut your schedule in half. Or better yet, cut it to 10% of what you are doing now. Remember that the problem is the reader's lack of time, not the quality of the mailing piece.
6. To get your story across where advertising men will really look for it, use the business press. Nor is this intended as a free plug for advertising in *SALES MANAGEMENT*. After all, are you running a publication or a direct mail advertising firm?

SALES MANAGEMENT



DESIGNING TO SELL

TWO IRONS IN ONE: The "Mermaid", product of Hope Products, Inc., can function either as a "dry" electric iron or as a steam electric iron. Designed at 20 degree angle to relieve strain on cord. Sole plate is of chrome steel.



KAISER DISHWASHER: Since it operates on water power, only two simple connections to the hot water supply and drain are needed. Made by Kaiser Fleetwings, Inc., it comes in cabinet models or build-in models which can be installed in the kitchen cabinet.

SUNSPORTS: The new sun lotion being introduced by Dermetics, Inc. is said to contain ingredients which were proven under severe army tests as being most effective agents in preventing sunburn.

NEW PACKAGE FOR LABELS: The container for Globe-Wernicke Company's Fanfold Gummed Labels features a cellophane window for identification of colors and a pull-out tray that enables the user to write as many labels as desired without disturbing the balance.

SIX COLOR MECHANICAL PENCIL: Assortment of colored leads are contained within the barrel and are selected by simply adjusting the sturdy metal clip attached to the head. Instant lead sight selection is afforded by small colored dots imbedded in the barrel.





**makes profits
boomerang!**



Fast Capital Airfreight will get products into distributors hands overnight. Bills become due quicker, are paid sooner, and profits come home like a "boomerang".

Capital Airfreight improves your competitive position by getting your products to market faster, with less expensive crating and packing.

You tie up less capital in transit, get a quicker turnover of capital and inventory, and gain extra profit.

Capital's new fleet of C-54 Airfreighters with 8-ton load capacity, more flexible handling and stowing apparatus, plus new low-cost rates make the unequalled speed of Airfreight a highly profitable transportation "buy" for more companies than ever before.

Discover today how Capital Airfreight can meet your specific shipping requirements. Call your local Capital Airlines Cargo Representative now — or write to

NATIONAL AIRPORT
WASHINGTON 1, D. C.

Capital
AIRLINES

KNOWN FOR YEARS AS "PCA" . . . ONE OF AMERICA'S PIONEER AIRLINES

SURANCE



You've hired him—the man with the engaging personality who'd "rather sell than eat." But he doesn't make the grade. This analysis of 42 failures reveals such men often cannot succeed because they lack balance.

A Study in Failure — Why Some "Star" Sales Rookies Flop

BY EDWIN G. FLEMMING, PH. D. • *Director,
Division for Sales Personnel Selection, Burton Bigelow Organization*

Salesmen who are hired in good faith upon external evidence of sound ability, but who, nevertheless, prove to be incapable of meeting the requirements of the job, are one of the sales manager's major problems.

He is bound to be frustrated by his non-discovery of the hidden facets of their incompetence; his sales plans and quotas are upset by their later failure; his cost of sales rises without a corresponding rise in volume.

In fact, it has been estimated that it costs from \$5,700 to \$10,200 to hire, train, supervise and fire each salesman whose base pay is \$100 a week—if he is kept on force one year before the decision to separate is made.

Because this problem of salesmen failures is so important to sales managers, we recently made a painstaking statistical analysis of the psychological patterns of 42 salesmen who have

been declared clear-cut failures by the companies employing them.

This analysis highlights many hitherto unknown facts of the greatest usefulness to sales managers—facts which flatly contradict certain of the loosely-held views of many employers of salesmen:

1. Salesmen who fail usually have a high degree of interest in selling.
2. Salesmen who fail are usually much more interested in becoming sales managers than in remaining in their selling jobs.
3. Salesmen who fail are usually men of average or better mental capacity.
4. Many salesmen who fail are over-confident, over-dominant individuals.
5. Many salesmen who fail are over-social; have too great a desire to be with people.

To many a sales manager, these statements will prove disconcerting, even unbelievable. He will ask:

"Do you mean that I should hire men not of above-average mental capacity? Or employ men lacking a high degree of interest in selling?"

"Am I to infer that we should avoid men who are ambitious to become sales managers? Or eschew the dominant, confident types we have long thought of first rank caliber? Or reject men who enjoy social mixing?"

No, the findings do not mean any of these things—but they do mean that you should hire a man only on his sum-total portrait of interests, abilities, personality traits, and personal adjustment to life and business.

Let us sketch briefly the portrait of what often has been regarded as the typical salesman. He is intelligent and knows the tricks of his trade. He catches on quickly, and

Photo by A. Devaney, Inc., N.Y.



BUT, IS GRIT NATIONAL?



1. GRIT HAS THE GREATEST CONCENTRATION OF SMALL TOWN CIRCULATION OF ANY NATIONAL PUBLICATION.

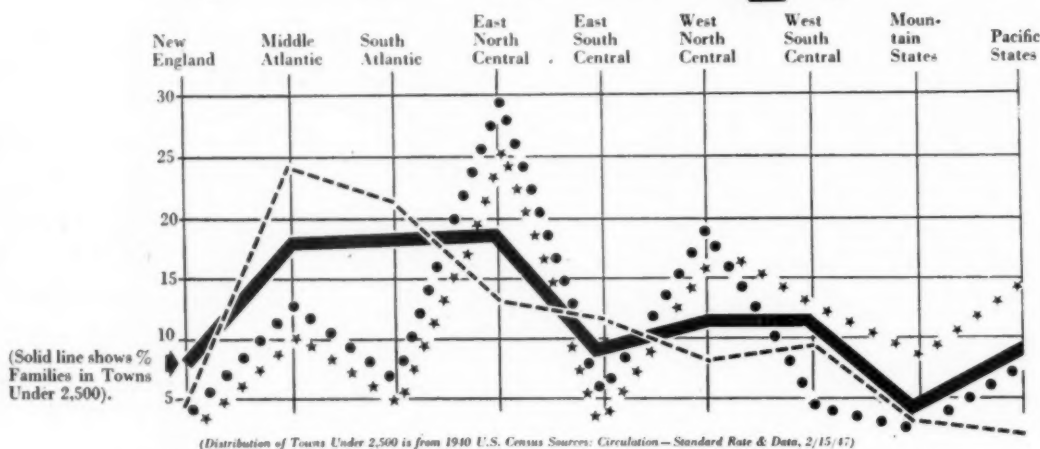


2. I UNDERSTAND, BUT IS GRIT CIRCULATION NATIONAL ENOUGH TO BE OF REAL HELP?



3. YES, GRIT IS THE MOST TRULY NATIONAL OF THE SMALL TOWN PUBLICATIONS.

LOOK AT ALL THREE:



GRIT----- PUBLICATION "A" . . . PUBLICATION "B" * * *



Small Town or Suburban Town—have you read it?



4. NOTICE HOW GRIT'S CIRCULATION FOLLOWS THE POPULATION-CURVE.



It takes Grit to supplement your coverage in True Small Towns . . . the non-farm area beyond the influence of multi-million-circulation publications. Ask the Grit representative to show you "S.T.—Small Town or Suburban Town."

Now More Than Ever
SMALL TOWN AMERICA'S
GREATEST FAMILY WEEKLY

With more than 600,000 circulation



GRIT PUBLISHING CO., WILLIAMSPORT, PA.

WATCH FOR THE 1947 GRIT READER SURVEY... OUT SOON

has the know-how to get the name on the dotted line. He is an extrovert. He is sociable—a good fellow. He is confident. And he would “rather sell than eat.”

When the average sales manager (or branch manager) finds a man like that, he snaps his fingers and exclaims, “Eureka! I’ve found my star salesman.”

But right at that point we would sound a warning: Be careful! Unless that man has other things as well, as interest in selling, intelligence, selling know-how, extroversion, sociability, self-confidence, and objective-mindedness—in proper moderation and healthy combination—he may be a serious employment risk.

The study we made shows that salesmen who fail are highly interested in selling. They probably would “rather sell than eat.” But that’s the trouble. They are interested in selling, but not interested in helping people solve their problems. They are as interested in selling, intelligence, selling know-how, extroversion, sociability, self-confidence, and objective-mindedness—in proper moderation and healthy combination—he may be a serious employment risk.

Too Ambitious?

Salesmen who fail are over-interested in selling. They do not see the problem of manufacturing, production, advertising, marketing, selling, and distribution as a whole. They are interested primarily in the sale.

But more than that—they are usually much more interested in becoming sales managers than they are in selling. “Is that bad?” you say. Not in and of itself, or when combined with certain other characteristics. Ambition in its proper setting is good. But ambition beyond the individual’s capacity to achieve success in the field of his chosen ambition—or to stand success after it has been attained—is at the root of many separations from sales organizations.

These men of apparently keen interest in selling and ambitious for positions as branch managers are often favorably regarded in an interview. They are the men upon whom the future of the company seems to rest. But if your ambitious man is interested primarily in sales management and has little in common with the man in the field and dislikes personal selling, or has little concept of or interest in the other aspects of business and manufacturing, he is not likely to last long in a personal selling job. He will keep pestering management for advancement for which he is not yet ready and for which

he probably is poorly equipped because of his lack of understanding of the interrelations and balance among production, advertising, and sales.

Salesmen who fail do not fail because they lack ability as compared with men in general. Salesmen who fail are more often than not men of better-than-average mental caliber. They usually have a knowledge of the methods of selling, have some facility with sales strategy, and may have good sales judgment in certain sales situations.

They fall down because their

ability is not quite good enough when compared with that of the better salesmen—and (this is important) they try to make up for it by driving too hard; in other words, they are likely to be too dominant in terms of their real ability, with the result that they won’t take direction from management.

Not all men of moderate ability fail in selling. Many of the best salesmen have only moderate mental capacity and a limited knowledge of selling techniques—but they are not further handicapped by trying to

It's Buffalo and it's BUSY

98.6% read the NEWS

It's easier to sell the Buffalo market because you can reach everyone in one newspaper (98.6% city zone coverage) at one low advertising rate.

Buffalo is headquarters for upstate wholesalers covering many smaller markets.

We shall be pleased to furnish specific market information to fit your individual needs.

MARKET FACTS

City Population (1945 Est.) 667,944
City and Trading Area 1,072,214
News Circulation 266,701

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

Western New York's Great Newspaper

**ACCURATE, THOROUGH
CLIPPING SERVICE**

Your ads, your competitors
and dealers' ads, news, pic-
tures, editorials... from 5,000
magazines and newspapers.
Publication name, date, and
circulation attached to each
clip.

Burrelle's
ESTABLISHED 1888

Barclay 7-5371

PRESS CLIPPING BUREAU
165 Church Street, New York 7, N.Y.

The management man's
preferred source of daily
business news in the nation's
greatest industrial area
— the Central West.



**Chicago Journal
of Commerce**

**Do you have a
product that fits
the
BAKING INDUSTRY?**

See Bakers Weekly's offer
of market analysis, page
25, this issue, Sales Man-
agement.

3

Building Supply News
st
in CIRCULATION
in ADVERTISING
in LEADERSHIP

bluff and to become the stars of the team by the exercise of force.

It is easy to be fooled by a "nice personality." Usually sales managers look for a man whom they judge to be an extrovert rather than an introvert. They want a man with self-confidence. And they want a man who is sociable and is able to get along with all kinds of people.

The difficulty is that when these qualities are obvious, when they can be seen the minute a man steps into the office, few managers stop to ask themselves, "Is this too obvious? Is this too much self-assurance, too much sociability, too impersonal an attitude?" They fail to realize at the moment that "all that glitters is not gold."

The besetting sin of certain salesmen who fail is their over-confidence. They know everything; they are never wrong; they always succeed (in their own estimates of themselves); nothing is too tough for them; they can sell anything at any time to anybody at any place. They bowl them over with the first ball—a ten-strike every time. But be cautious in hiring the applicant who looks as though he can bowl them over.

Confidence a Handicap?

Confidence in a salesman is highly desirable. In a sense, a salesman, to be a successful producer, cannot be too confident; but it should be a confidence based upon ability and not upon imaginary belief.

When high confidence is accompanied by unusually high dominance it is a handicap rather than an asset, because the truly confident and successful salesmen need not and usually do not make an obvious show of dominance. It is when a highly confident salesman tries to "lord it over" others, including his manager, that he runs into difficulty. Often he attempts to assume such a position of superiority as mere boasting or as a cover-up for his inner feelings of inadequacy and his fear of impending defeat.

This type of over-confident and highly dominating salesman is also often less able to get along with all kinds of people. When that occurs, the probabilities of failure are increased.

Other failures are extremely sociable. Everybody likes them. Every buyer they have ever met is a personal friend. They can name names and slap backs. Look them in the eye and they call you by your first name and invite you to have a drink. Such men get fun out of the social contacts they make as salesmen, but they are likely not to have many

signatures in their order books. They are the good fellows who like jobs in which they don't have to carry a sample case, and in which it is impossible to set sales quotas. They regard themselves as "ambassadors of good-will," and often delude themselves into believing that a good story, an expensive dinner, or 18 holes of golf in and of themselves up the quotation on the company's stock.

Of course, a salesman may fail for reasons other than those involving the wrong pattern of psychological qualifications. Experience suggests five factors which have a bearing upon the salesman's success or failure on his job:

I. The basic opportunity

- (a) The potentialities of the territory, in terms of number of customers, buying power, buying habits, etc.
- (b) The nature and utility of the product.
- (c) The extent to which mass demand has been developed.
- (d) The quantity and quality of competition.

II. The management factor

- (a) The amount of training and supervision.
- (b) The quality of training and supervision.

III. The personal history of the salesman

- (a) Education
- (b) Experience
- (c) Other personal factors

IV. The psychological qualifications

- (a) Interests
- (b) Abilities
- (c) Personality characteristics
- (d) Adjustment to life and business

V. The salesman's motivation

- (a) His personal drive, powered by his mental energy, his physical health, his ambition, his family responsibilities, his financial needs, and his desire to excel.
- (b) The inducements supplied by management in the way of extra compensation, praise, recognition, opportunity for self-expression, "place," titles, responsibilities, participation, etc.

The basic opportunity as expressed in the territory potential, the product, the demand, and the nature and quality of competition, can be quantitatively determined. The management factor is known, too—best of all by

THESE THREE HARD FACTS

*prove that WOR is the favorite station buy
among the majority of advertisers and agencies in the United States*

1. WOR regularly carries more accounts with a greater total dollar volume, than any station anywhere.

2. WOR frequently carries more accounts than the combined total carried by New York's three other major stations.

3. For years, WOR has regularly carried more exclusive accounts than the combined total carried by New York's three other major stations.

Any station would be proud to attain even *one* of these three achievements. WOR has consistently, year after year, been a leader in all.

There's a reason for WOR's unique standing: More than half of WOR's billing is based, as far as its sponsors are concerned, on earned sales increases of merchandise sold. In other words, WOR's got to pay through the cash register, or else.

Let's show you how we do it.

our address is: WOR— that power-full station at 1440 Broadway, in New York

mutual

JULY 1, 1947

the man who usually does the hiring. The personal history of the salesman can be ascertained by a study of the application blank, by interviewing, by getting an independent personal history report, and by contacting previous employers and references.

Even the salesman's motivation can be partially evaluated by a study of his work history and by interviewing the applicant.

But the psychological qualifications—his hidden pattern of interests, abilities, personality traits—and his personal adjustment to life and business, can be learned only through the

application of a battery of psychological tests.

It is impossible to tell at a glance, or even upon short acquaintance, whether an applicant has or has not the particular combination of interests, abilities and personality characteristics which are so often associated with failure. It is difficult, if not impossible, to judge by casual observation the degrees of interests, the amount of ability, and the presence of over-done personality characteristics. Sometimes a sales manager has a suspicion, but he dislikes to turn down a man who would rather

sell than eat, who obviously has a "lot on the ball" in the way of ability, and without question has a "swell personality."

And yet if that applicant represents one of the bad combinations previously mentioned, if he lacks the proper sum-total portrait of psychological qualifications, it is better by far to reject him and turn to others, than to gamble on the rare chance that a typical pattern-of-failure portrait will contradict history and prove to be the exception in your employ.

OPD

**HAS HAD TO MAINTAIN A FAST
PACE WITHOUT PAUSE TO
KEEP UP WITH ITS EDITORIAL
OBJECTIVES SET 76 YEARS AGO**

When Oil, Paint and Drug Reporter was established in 1871, to serve the then young chemical industry, the publisher defined OPD's purpose in the following editorial:

"The inseparable connection of oils with drugs, paints and chemicals has decided us to make our paper a complete weekly record of these associated branches of trade. We are confident that they need a paper devoted exclusively to their own interests, for when immense sums of money are invested, and yet when this market fluctuates and prices vary so frequently, an accurate, thorough and discriminating report is indispensable to every buyer and seller in the business."

INDUSTRY'S NEED EVEN GREATER TODAY

Important to the chemical industry in 1871, these words have even greater import in the complex chemical market of today. Perhaps in no other field have there been as many advances, changes and improvements as in the inter-related chemical businesses. And as the industry has expanded and developed, so has OPD increased its facilities and services to buyers and sellers of chemicals. Sometimes it's been tough to keep pace. The job will always be exacting . . . one to keep us always on our toes.

Through 76 years of uninterrupted service, OPD has come to be depended upon to present, every week, up-to-the-minute price and market information for the thousands of chemicals and related materials used in these classifications:

**AGRICULTURAL CHEMICALS • BOTANICAL DRUGS, SPICES
AND GUMS • COALTAR CHEMICALS • DRUGS AND FINE
CHEMICALS • ESSENTIAL OILS AND AROMATIC CHEMICALS
• HEAVY CHEMICALS • OILS, FATS AND WAXES
• PETROLEUM DERIVATIVES • PROTECTIVE COATINGS
MATERIALS • TEXTILE AND LEATHER CHEMICALS**

OPD is departmentalized to give the reader, where he can find it readily, all the marketing information he wants in the precise form he needs it.

This important service, consistently presented every week since 1871, is probably the reason why OPD is called "The Chemical Market Authority".

Oil, Paint and Drug Reporter



Cleveland 22, H. G. Seed, 17717 Lomond Blvd., Long. 0544;
Los Angeles 14, The Robt. W. Walker Co., 684 S. Lafayette
Park Pl., Drexel 4388; San Francisco 4, The Robt. W. Walker
Co., 68 Post St., Sutter 5568



SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.



Good Habits for the Pinafore Set

Meyercord Decalcomania has two new super-salesmen in "Sizzy" and her tousle-headed brother, "Puzzy." Sizzy and Puzzy are packaged for juveniles, as good-habit kits, by the House of Puzzy, Baltimore. The kits, selling by the thousand, contain glass tumblers, hairbrushes, soap, toothpaste and toothbrushes. Each of the objects is ornamented with full-color decals of Sizzy and Puzzy, specially produced as exclusive Puzzy designs by the Product Decoration Division of Meyercord.

Children love Puzzy and Sizzy and parents like the idea of painless promotion of good habits among their progeny. The Meyercord Decals are durable, long-wearing and easily applied in commercial production. Colors are applied to look like hand-painting in a wide choice of sizes and designs.

Meyercord provides free counsel on merchandising problems. Requests should be made to the general offices. 5323 W. Lake Street, Chicago, 44.

SALES MANAGEMENT

N. F. S. E. Board Makes News After Convention Ends

Directors vote to move head office to New York, release Marklin, appoint R. A. Whitney executive director and favor him for paid president next year—800 from 45 clubs hear 35 speakers at Los Angeles annual conference June 2-4

Major changes in the affairs of the National Federation of Sales Executives were made by the board of directors June 6 in Los Angeles. This action followed the June 2-4 Twelfth Annual Conference of the Federation where 800 registrants from 45 clubs—including the presidents of 37—listened, in packed sessions, to three days of ideas about business and selling. No mention of the imminent action by the directors was made in the sessions because of parliamentary limitations.

The changes were:

1. Headquarters of the Federation will move September 1 from St. Louis to New York.

2. George W. Marklin, managing director for four years, did not ask that his expiring contract be renewed. He has future commitments in St. Louis.

3. Robert A. Whitney, 34, of Chicago, formerly with McGraw-Hill Book Co., but now director of the trade book department of Encyclopædia Britannica was appointed with the new title of executive director. He takes over on September 1.

4. Next year's annual meeting in New York will be asked to alter the constitution to create the position of full-time, paid president for Mr. Whitney. This action could not be taken in convention at Los Angeles because of a time shortage. The plan was conceived too late to permit the required 30 days' notice to all members prior to a vote.

Gene Flack, Federation president for 1947-48, told SM that, beginning next year, the top elective office will be called "chairman" so that the active presidency can be permanent. He and the other officers, directors and wheelhorses of the Federation believe Mr. Whitney—first as executive director and later as president—can render great service to the organiza-



NEW FRONT MAN: Robert A. Whitney who will be paid president of N.F.S.E.

tion and to the sales managers clubs of the Nation.

After the headquarters has moved to New York for closer contact with related organizations and its administrative machinery has been set up, manned largely by new personnel possibly including an added administrative assistant, Mr. Whitney will be free to do more headquarters traveling and speaking than has been possible with a small office force and with a president who had his own business to handle. Thus Mr. Whitney can make the Federation more than ever the "national voice of selling."

The Los Angeles convention (Reported in pictures, SM June 15, Pages 73-76) was a business meeting with all sessions—except a colorful barbecue one evening in the San Fernando Valley—concentrated in the Biltmore Hotel and heavily attended from start to finish. Color, music and cocktails played their part, but it was minor. More than 35 speakers, singly and in panels advanced their ideas about most of the problems of selling, sales management and the fruitful operation of clubs.

Among the highlighters was F. H. Bunn, director and general sales manager of Hoover, Ltd., London, England. He spellbound his audience when he said all salesmen eventually will be unionized because historically there has been a lack of "consultation" between salesmen and management. He urged much closer relationship between the two to create better understanding and more mutual confidence and respect. "But do you favor unionization?" he was asked. "No!" was his answer. American speakers—including voices from the floor—said we have that "consultation" in this country; but some admitted we should have much more of it.

A big luncheon audience came out of their session saying "That's something to think about, all right!" after Leo Cherne of Research Institute of America, New York, had said "Too many people are talking us into a depression. I was pessimistic in 1944 when we thought we were going to have great unemployment, but I'm not now. I believe depression is impossible so long as our Government continues the present \$12 billions in credits and gifts to rehabilitate foreign nations so that they can trade with us. But prices are too high, many people are refusing to buy many things and our housing construction program has failed up to now. Necessary building construction alone, if in free operation, could sustain us for 10 years."

President Flack—buoyant, vigorous, entertaining as always—packed into his address 15 definite activities for individual members and clubs to adopt for this year and told them how to go ahead: To sell America to Americans before the isms get us down; to cooperate with Government; to sell selling as a career; to combat unionizing of salesmen and to promote the Federation's creed of standards for salesmen, etc. He announced new Federation help for local program chairmen.

In another session Roydon M. Barbour of *The Saturday Night Press*, Toronto, echoed President Flack when he said the biggest and best thing Americans have to sell is American free enterprise to the people and that sales forces everywhere should do it consistently. This note was sounded often during the convention.

Mr. Barbour received for the Toronto Advertising & Sales Club the 1947 SALES MANAGEMENT cup for the club doing most for salesmen. Andrew J. Flanagan of the *Newark Evening News* said in presenting it that the San Francisco club won honorable mention but that



"HOME BUILDERS KEEP PACE WITH PHENOMENAL GROWTH OF HOUSTON"

"Despite government controls and critical material shortages, some 129 home builders completed about 8500 new houses in the Houston area last year and had another 3500 started but not completed at the start of 1947. J. C. Watts, executive vice-president of the Houston Home Builders' Association, estimates that between 12,000 and 14,000 homes will be completed in Houston in 1947 . . .

"In Harris County where Houston is located, population increased by more

than 170,000 between 1940 and 1947 . . . Keeping pace with the increase in population and home building, the business section of Houston is expanding . . . Several multi-story office buildings, a large six-story block-and-a-half square department store, hotels, educational facilities and other heavy construction on the boards or actually under way in 1947 totals about a half a billion dollars."

—AMERICAN BUILDER, May 1947 Issue.



To know and sell the Houston market, you need only keep these two facts in mind: (1) Houston, by far the South's largest and richest market, is growing rapidly—but its growth is sound. (2) One single medium, The Houston Chronicle, reaches all levels and corners of this market with the rare efficiency which makes the space buyer's job a pleasure. It is a matter of record that The Chronicle for 34 consecutive years has been *first* among Houston newspapers in both advertising and circulation.

The Houston Chronicle

R. W. McCARTHY
National Advertising Manager
THE BRANHAM COMPANY
National Representatives



The Houston Market is sold
when your story is told
. . . in The Chronicle

HOUSTON'S LEADING NEWSPAPER FOR 34 YEARS

Rochester and Los Angeles "really crowded in there."

Ray Bill, publisher of SALES MANAGEMENT announced a new cup to be awarded next year to the club doing the most "for post graduate education of sales executives."

The Federation presented a plaque and wrist watch to A. T. Danielson, retiring president.

Retailer Is Host for Network Radio Show

Seaside Oil lets its station operators pick their own quiz stars.

A new gimmick in radio quiz programs, maybe due for popularity, is taking your show into the retailer's store, letting him be host, picking the contestants, and locally important guests.

This is now being done by the Seaside Oil Company, Santa Barbara, Calif., over the Don Lee network, with 44 stations in California and others in Oregon, Washington, Idaho and Arizona. Seaside is regional, in about the same territory.

Under Quiz Master Bob Purcell, with radio, screen and stage stars for glamor, the quiz goes from one service station to another, Monday through Friday, the schedules being arranged by a system that takes into consideration various factors.



Quiz questions are general, with a special safety program, in which contestants are asked to show their knowledge of traffic and highway rules. Local safety officials, as the chief of police, appear on the safety quiz. Prizes are Seaside gasoline and lubricants, with appropriate articles like tires for winners on the quiz.

SALES MANAGEMENT

A. M. A. Cites Nine For Marketing Leadership

Winner of the second annual American Marketing Association Award for Leadership in Marketing is Alfred Politz, president, Alfred Politz Research, Inc., New York. This top award and eight Meritorious Service Citations, sponsored by the New York Chapter, A. M. A., were presented to the winners at the

Tenth Anniversary Convention in New York City, June 11-13.

The top award to Mr. Politz, who received one of the eight citations last year, was for developing in various studies more scientific standards and better techniques in marketing research.

Meritorious Service Citations were presented to the following, in alphabetical order:

Wroe Alderson, president, Alderson and Sessions, Inc., marketing and management counsel, Philadelphia, for analyzing scientifically operating costs and other major problems of retail grocery stores.

Neil H. Borden, professor of advertising, Harvard University Graduate School of Business Administration, Cambridge, Mass., for making a comprehensive analysis and clarification of the newspaper's place as a medium in national advertising.

Philip G. Corby, associated director of market research, The Psychological Corporation, New York, for applying practical area sampling methods to measure the national market qualitatively in relation to a magazine's market.

Richard D. Crisp, Tatham-Laird, Inc., Chicago, for demonstrating a practical, scientific approach to the reduction of distribution costs.

Cornelius Dubois, market research director, Time, Inc., New York, for advancing the science of magazine research through leadership in the development of techniques.

Dr. Raymond Franzen, statistical consultant, New York, for developing a reliable method of national sampling to compute market data by local areas.

F. B. Jones, manager, sales and market research, Equitable Gas Co., Pittsburgh, for applying scientific principles to a long range forecasting of civic and social factors in a specific community market.

Dr. Robert J. McFall, market research consultant, Haworth, N. J., for developing a new and better guide to sales in America's multi-billion dollar farm market.

Introduction of the award winners was made by Ralph Starr Butler, vice-president, General Foods Corp. Harold A. Richmond served as chairman of the board of award judges. Donald E. West, president, New York City chapter, presided.

*first in per capita Sales in North Carolina

**SALISBURY, sixteenth
in population, ranks—**

9th in TOTAL RETAIL SALES

1st in Per Capita Retail Sales

1st in Per Capita Drug Sales
(Tied with Asheville)

3rd in Per Capita Food Sales

2nd in Per Capita General
Merchandise Sales

*This High Income Population
Can Be Reached Through*

The SALISBURY POST

DAILY AND SUNDAY

Daily Circulation 15,054
Milline Rate \$4.57

REPRESENTED BY
WARD GRIFFITH COMPANY, INC.

*Sales Management Magazine Estimate 1946.

excellence in printing
is more than
just "ink on paper"

it is coordination of
ideas, art and processes
in producing printing
for business

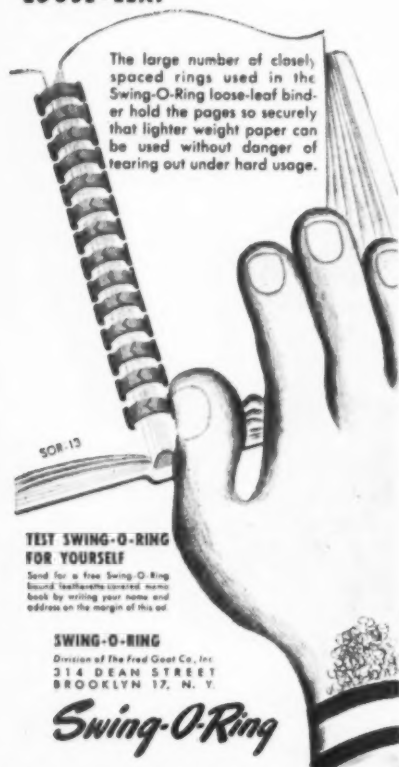
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you want it ... the
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FOR
hard usage
SPECIFY SWING-O-RING
LOOSE-LEAF



**The REFRIGERATING
DATA BOOK...**



• That's the REFRIGERATING DATA BOOK... with a guaranteed paid circulation in excess of 15,000 copies... plus industry-wide acceptance and use.

• REFRIGERATING DATA BOOK users refer constantly to the hundreds of pages of fundamental refrigerating data and the "where to buy it" information in the Refrigeration Classified section in the back of the book.

• Published by the AMERICAN SOCIETY OF REFRIGERATING ENGINEERS, publishers of REFRIGERATING ENGINEERING, official journal of the industry.

CLOSING DATE: August 15, 1947

**THE AMERICAN SOCIETY OF
REFRIGERATING ENGINEERS**

40 West 40th Street
New York 18, N. Y.



Refrigerating
ENGINEERING

... coming your way



VERSATILE TOOL FOR MANAGEMENT: It's a visual control board designed to take the guesses out of operation. It maintains facts and portrays trends.

.....**trendicator**, a new type of visual control board is being manufactured by the L. M. Osborne Co. The device is used for graphically presenting and portraying facts and data in a correlated manner. Items with factors such as time, quantity, percentages, and operations can be related one to the other and each to the overall requirements in such a manner that individual item analysis may be reduced. Some of the principal uses of the Trendicator are for inventory, sales, production scheduling and control, the control of parts into assembly, order control, machine and facility loading, project and budget control. The design and construction of the board enables the user to maintain not only a graphic picture of current conditions but at the same time to build up a permanent historical record.

.....**jetomizer**, a medicinal sprayer which is easily operated by finger pressure, is being introduced by Calmar Corp. The plunger assembly is of Vinylite plastic because of the material's chemical resistance and non-toxic qualities. The revolving device on the bottom of the plunger insures a supply of medicant when the sprayer is operated on a slant. The bottle section

is molded of Bakelite polystyrene plastic.

.....**perpetual-calendar pencil**, developed by the Ritepoint Co., shows the day and date at a glance. By simple manipulation of the two-part revolving top one can easily set the calendar for each month of the year. Once set a slight pressure locks the calendar in place. The pencil itself is a



GIVES THE DATE: Top section of mechanical pencil is an adjustable calendar.

sturdy, reliable automatic writing instrument. It is equipped with pocket clip.

SALES MANAGEMENT

.....multi-fruit vending machine, now being offered by Kold Krisp Apple Service, Inc., dispenses cold, juicy apples, oranges, pears or other selected fruits. It is believed that this "Fruit-O-Matic" is the only mechanical vendor that delivers a refrigerated piece of fruit, anywhere from 1c on up to 10c. Of modern design, the machine is housed in metal casing of red and cream and is attractively illuminated. It can be quickly and easily loaded with 208 pieces of fruit by merely unlocking and opening the front triple-plate display glass. The display glass was designed to completely prevent frosting, and displays approximately 90 separate pieces of fruit individually suspended. Four rotary bands, electrically operated, control the vending of 52 pieces of fruit each, therefore permitting the "Fruit-O-Matic" to vend four different kinds of fruit. Refrigeration unit disconnects easily.



THE CUB is no bigger than a telephone.

.....pint-size index, the newest in the line of the Wheeldex Manufacturing Co., Inc., may be kept in the desk or file drawer when not in use. It holds as many as 1,000 cards. Both sides of the slot-punched cards are visible. Called the "Cub," the device has a special stabilizer which holds it steady for free-hand reading yet permits free spinning rotation. It is regularly furnished with plain white cards, and 45-division alphabetic guide set.

JULY 1, 1947

DOUBLED ITS LEAD

During Past 10 Years!

Fort Wayne's only evening newspaper now has 17,050 more subscribers than the morning paper.

Ten years ago the differential between evening and morning newspapers was only 8,298—today the differential is more than double that of 10 years ago.

During the past 10 years The News-Sentinel has gained 10,386 new subscribers while the morning paper gained only 1,634.

Preference is—The News-Sentinel.

The News-Sentinel is delivered to 97.8% of all homes in Fort Wayne six evenings every week.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

WHO'S GETTING THE LIONS SHARE?

10 Billion Dollars

How the American Negro spends ten billion dollars annually is a vital question, to which we will soon have the answer. The Research Company of America is making a brand preference study of the 25 principal areas inhabited by Negroes in the U. S. This is the only study of its kind ever conducted. Reserve your copy on your letterhead now. We serve 24 times as many Negro papers as all other representatives.

INTERSTATE UNITED NEWSPAPERS, Inc.

NEW YORK • CHICAGO • DETROIT

545 FIFTH AVENUE

NEW YORK 17, N. Y.

Media and Agency News

Chicago Tribune Lights 100 Candles

The *Chicago Tribune* was 100 years old on June 10. In celebration it gave the people of Chicago a huge, free show on the lake front which lasted seven hours. It was the most spectacular birthday celebration in the history of the city. Throngs massed into Burnham Park, just outside the Loop district, starting at 2:30 in the afternoon. It is estimated that more than 250,000 persons turned out.

The thrill show included motor boat races, aerial dog fights, an aquaplane show, high wire acts, a yacht parade, a gigantic fireworks display and various other spectacles along the mile and a quarter shore line of Northerly Island. But all this was only a part of the *Tribune's* celebration.

On the same day a 28-page special section of WGN—"The World's Greatest Newspaper"—was devoted entirely to the history of The *Tribune* and Chicago. No advertisements, except those in the reproduction of this issue, were included in the centennial supplement.

More than 4,000 specially invited guests were entertained by the *Tribune*, on June 8, at a reception in Tribune Tower. Employees of the *Tribune* and its associated companies were entertained on June 7 at a three-hour party in Medinah Temple. A part of the program was broadcast over the Mutual network.

Special honors were accorded Col. Robert R. McCormick, editor and publisher of the *Tribune*. He had received a degree of honorary doctor of laws from Northwestern University on May 26. Various departments of the newspaper presented him with special plaques in recognition of his journalistic achievements.

From its first issue of 400 copies, printed on a Washington hand press on June 10, 1847, the *Tribune* has grown in an even century into the largest standard-size newspaper in the country with a circulation of more than 1,068,000 daily and to more than 1,538,000 on Sundays.

From its first office, a single room on the third floor of a building at Lake and LaSalle streets, it has expanded into the famous Tribune

Tower to which is now being added a \$6,000,000 section. From a 4-page newspaper, hand set and hand printed, it has grown into a publication printed in black and white, in newsprint color, in color rotogravure, in sepia rotogravure, and in comicolor. From a struggling venture the *Tribune* has grown into a newspaper which last year carried 32,851,982 lines of advertising.

When Joseph K. C. Forrest, James J. Kelly and John E. Wheeler founded the *Tribune*, Chicago was a frontier town. Through a merger in



COL. ROBERT R. McCORMICK, editor and publisher of *Chicago Tribune*, and helmsman for a third of the newspaper's century.

1861 with the Democrat, founded in 1833, the *Tribune* can trace its ancestry back to the first newspaper published in Chicago.

The *Tribune* was eight years old when Joseph Medill, grandfather of Colonel McCormick, came to Chicago from Cleveland in 1855 and became its guiding force. He bought into the *Tribune* on June 18, that year, and began work on July 21.

Under Joseph Medill's guidance, the *Tribune* fought slavery furiously and at the same time led the way in building the body of opinion that within a few years was to carry Abraham Lincoln into the presidency.

Following the Civil War, Mr. Medill called a meeting of western editors in Louisville to launch a cooperative newsgathering venture called the Western Associated Press, a forerunner of the Associated Press which

covers news throughout the world today.

Despite the *Tribune's* outcry against "miles of firetraps," on September 10, 1871, it was the victim less than a month later of the "sham and shingles" it opposed. The great Chicago fire burned away the heart of the city including the *Tribune's* new marble building. When *Tribune* employees gathered to publish a 5-column story of the disaster, and an editorial forecasting "Chicago Shall Rise Again," the business manager had to borrow \$64 from personal friends to obtain paper although 48 hours before the *Tribune's* credit would have been good for \$100,000. Mr. Medill was elected Chicago's "reconstruction mayor."

Under the guidance of Colonel McCormick, who became president of the Tribune Company in 1911, the *Tribune* has continued its growth. Between 1911 and 1915, new *Tribune* advertising philosophies fostered virtual revolutions in advertising and marketing theories. The *Tribune* drew up a code regulating the acceptance of advertising in its columns and conducted vigorous campaigns against the advertising of loan sharks, quack doctors and clairvoyants which other newspapers soon joined. It established the first newspaper code for admissibility of financial advertising.

The *Tribune* began publication, in 1919, of a tabloid, pictorial newspaper in New York entitled, *The News*. Within 15 months after it was founded, *The News* was a financial success and in less than three years the *Tribune* and *The News* had the largest morning circulation in America. The *Tribune* acquired radio station WDAP, then only a 1000-watt station, in 1924, and changed the call letters to WGN.

The *Tribune* published the first coloroto printing to appear in any newspaper in 1922 and in 1929 advertisements in newsprint color began to make their appearance.

WGN began construction of its FM broadcasting station, W59C, later named WGNB, in 1924, and in 1946 the *Tribune* became the first newspaper to broadcast a regular daily facsimile edition by FM radio. On June 2, 1947, it announced the ordering of \$300,000 worth of television equipment for its new video station, WGNA.

The *Tribune* celebrated its 100th anniversary at the pinnacle of a century of success in both advertising and circulation. Its 1,500,000 Sunday circulation and its 32,851,982 lines of advertising in 1946 exceeded any marks hitherto attained.

SALES MANAGEMENT

IMPORTANT IN ST. LOUIS



BASEBALL AT ITS BEST

We don't know what the Fates will bring this year, but national pennants have a habit of roosting in St. Louis... nest of the famed Cardinals and the Browns who in 1946 chalked up annual admissions of 1,733,695 between them... home-port of 3 world series victories in the past 5 years... scene of America's biggest-time baseball which is supported by a big-time city.



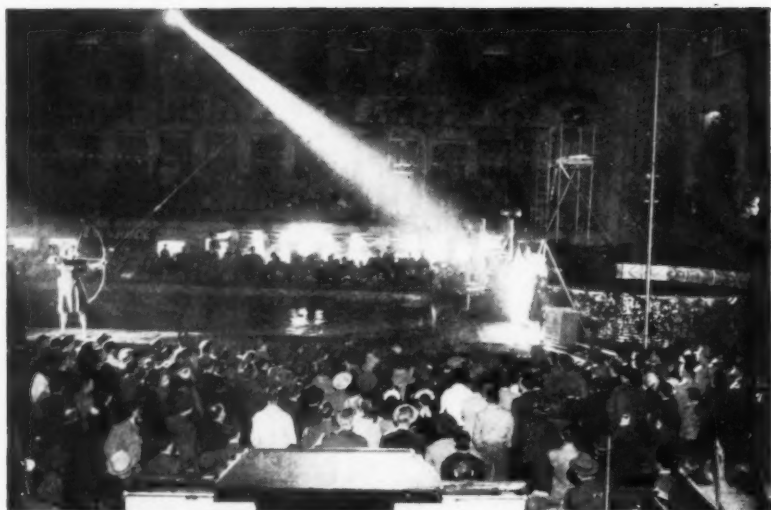
THE ST. LOUIS STAR-TIMES

National advertisers who wish to reach more than a half million St. Louisans effectively and inexpensively find a home-run awaiting their desires in the 175,000 circulation of The St. Louis Star-Times... 85% concentrated in the profitable St. Louis Retail Trading Zone... entrusted with 10,232,097 lines of selling messages by alert advertisers in 1946.

**FOR A COMPLETE SELLING JOB
IN BIG ST. LOUIS YOU NEED
THE ST. LOUIS STAR-TIMES**

Represented nationally by the Geo. A. McDevitt Co.

IN
Dallas
IT'S THE
**TIMES
HERALD**
ASK THE
BRANHAM MAN
Why



SPORTS-MINDED READERS: At a time when night clubs were singing the blues, the *Milwaukee Sentinel's* Sports and Vacation Show recently was playing to more than 100,000 persons. It's annual *Sentinel* promotion in the Milwaukee auditorium.

NEWSPAPERS

Within a few months the Nation's grocery manufacturers will be provided by the newspaper industry with a new continuing monthly standard of brand sales covering markets where 20% of the American people live and 26% of U. S. grocery sales are made. Alfred B. Stanford, national director of the Bureau of Ad-

vertising, American Newspaper Publishers Association, announced this Continuing Monthly Grocery Audit, supervised and coordinated by the Bureau, at the mid-year convention of the Grocery Manufacturers of America.

"In the grocery industry especially, the present distribution system makes it difficult, if not impossible, for advertisers or their agencies to measure their consumer purchases of mass appeal products in individual markets," Mr. Stanford declared. "Innumerable barriers prevent city-by-city isolation of actual product sales to the consumer."

Realization of this coming need caused the Bureau, early in 1946, to embark on its present program of aiding individual newspapers, in key markets from coast to coast, in setting up impartial Continuing Monthly Grocery Audits. Today monthly reports are issued for New York City, St. Louis, Cincinnati and Gary, Ind. In 11 other cities similar projects, conducted under standard procedures set up by the Bureau, are under way, with sample groups of stores being tested for accuracy. Actual reports from most of these cities will be available to grocery manufacturers and their agencies by the end of 1947.

"Because manufacturers do not now have this vital information," Mr. Stanford said, "many millions of grocery advertising dollars are now spent on the inaccurate basis of wholesale instead of retail sales. The Continuing Monthly Grocery Audit will aid manufacturers to determine their logical market potentials and avoid either over-spending or failing to capture their full opportunities.

"The Audit shows on a monthly basis the sales movement of all

**SYNDICATE STORE
MERCHANDISER**
LARGEST AUDITED CIRCULATION IN THE VARIETY STORE FIELD

F. W. WOOLWORTH CO.
SALES ARE UP* AGAIN IN '47

Variety Syndicate Store sales are well ahead again in the first 4 months of this year.

For 100% coverage of this 2 Billion Dollar market use the Syndicate Store Merchandiser.

Over 20,000 effective circulation reaching more than 10,600 5c to \$1.00 Variety Stores and their executives and buyers—largest coverage in the field at lowest cost—any way you figure it!

*Up 7.6% for first four months.

**SYNDICATE STORE
MERCHANDISER**
79 Madison Ave., New York 16, N. Y.
Headquarters for Variety Store Market Data

brands showing more than 10% distribution in each market, in 37 basic product classifications. Reports show name of brand and size of units, total sales of all brands and individual brand sales in terms of average units sold per store, total units sold per store, number of stores stocking and stock on hand in each store."



ALBERT BENJAMIN, who has been associated with *The American Magazine* since 1931, is now advertising manager of the publication.

MAGAZINES

Effective with the September issue, *Family Circle* will add a new edition of 200,000 copies monthly in the Middle Atlantic States through 2,000 outlets of American Stores, Inc. Circulation of the new edition will be concentrated in Pennsylvania, New Jersey, Maryland, Delaware and upper New York State, most of which areas are not now covered by Safeway Stores or First National Stores, the two other grocery chains which circulate the magazine. No rate increase will be made on national advertising for the balance of 1947, according to P. K. Leberman, president of *Family Circle*.



GEORGE T. (TED) SWEETSER is elected vice-president, *Esquire, Inc.*, director of sales and advertising, *Esquire, Coronet, and Apparel Arts*.

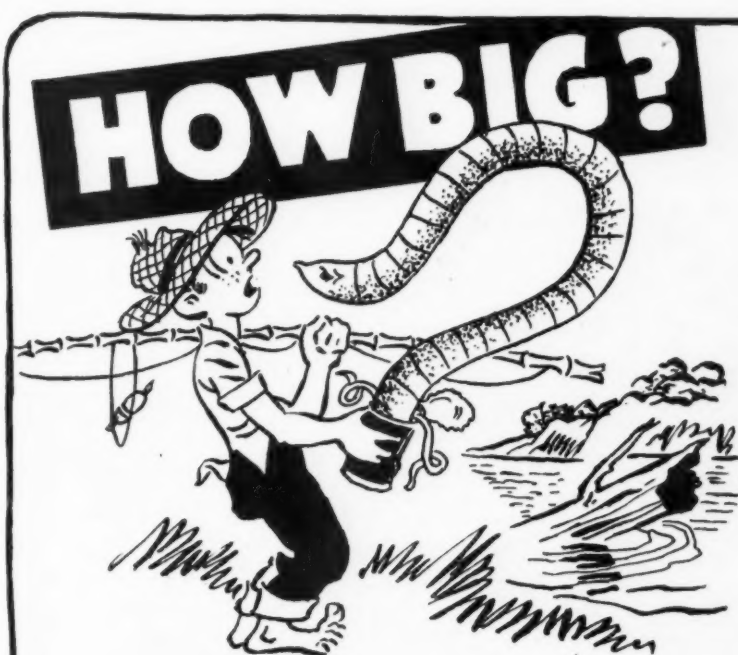
Mademoiselle's Living, "The Magazine for Smart Young Homemakers," a new four-seasonal maga-

zine to be published by Street & Smith Publications, Inc., will appear on the newsstands October 1. The new publication is designed to do for the field of home furnishings what *Mademoiselle* has done for fashions, and will make its appeal to young homemakers in the 18-35 age group.

Allen L. Grammer, president of Street & Smith, in commenting on the new publication, said, "Publishing for youth today is our business. We have long felt the need for a lively, realistic home-planning magazine to be directed to the same type

of intelligent, forward-looking young woman who looks to *Mademoiselle* for guidance in fashion."

Mademoiselle's Living will be devoted to helping the young career woman, the young woman and her husband achieve a new home within their means. Object of the magazine is to help them establish living standards for the present, looking forward to the future. The publication's readers will be in the market for houses and apartments, furnishings and wallpaper, refrigerators and baby carriages, washing machines and rec-



the **St. Paul Dispatch**
and **Pioneer Press** are
the **Only Daily Papers**
Read by 90% of the
331,000 people in
the **St. Paul A.B.C.**
city zone.*

*Less than 10% of the people in the St. Paul City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK 342 Madison Ave. CHICAGO Wrigley Bldg. DETROIT Penobscot Bldg. ST. PAUL Dispatch Bldg.

JULY 1, 1947

ord players, electric irons and curtains. *Mademoiselle's Living* will show this audience how the same selective taste it has developed for fashion in clothes through *Mademoiselle* may be translated into wise planning for the home.

"Manufacturers, stores and advertisers, eager for a medium through which to reach this fresh young group, are enthusiastic about our new adventure in publishing," says Mr. Grammer. "Fabric and furniture manufacturers are cooperating with *Mademoiselle's Living* in planned promotions that will be confined to a large number of fine stores across the country."

The first issue of *Mademoiselle's Living* will have a national circulation in excess of 200,000 copies. The price will be 50 cents. According to Mr. Grammer, no advertising will be accepted for the 192-page introductory number.

TELEVISION

If television is to be an early success, the price of television receivers will need drastic cutting and the quality of programs considerable improving, is the consensus of franchised television dealers in the N. Y.-N. J.-Conn. area, according to a survey made by *The Televiser*. The


study shows that the public is prepared to pay \$500 for a television receiver, providing it includes AM, FM and a phonograph. Present price range for comparable set is from \$800 to \$2,500. Nearly 50% of the dealers think that the price for a console should range from \$500 to \$750, with the latter for an all-purpose receiver. Regarding table models, the kind sold most frequently today, over 50% of the dealers indicated that they should be priced from \$200 to \$300, instead of the present range of \$250 to \$400.

One of the major hurdles to selling receivers is the lack of daytime television programs. Over a fourth of the dealers suggest programs continuously from 10:00 A.M. to 10:00 P.M. Nearly 40% would like to have telecasting from 10:00 A.M. to noon and from 2:00 P.M. to 5:00 P.M., while another third would be satisfied with programs from 1:00 P.M. to 6:00 P.M. Less than 1% are satisfied with present nighttime schedules.

RADIO

At its meeting June 20 in New York City the Broadcast Measurement Bureau board of directors unanimously approved in principle a long range plan tending to make the operations of the Bureau permanent and continuous. Details of the plan will be submitted to the N. A. B. board for approval. Plans for a 1948 study are suspended while details of the long range plan are developed. These research plans call for the study of the relationship between BMB and other radio research, to be undertaken under the joint auspices of BMB and a university to be named by the Research Committee.

It was definitely determined not to engage in the measurement of program audiences now. This closes the door on the possibility of the purchase of C. E. Hooper, Inc., by BMB.



99,067,000

EFFECTIVE BUYING INCOME*

*Sales Management Survey of Buying Power 1947 showed this great increase of buying power in Lawrence, Mass., Woolen Worsted Textile Capital of America. See these additional estimates—

Retail Sales	\$62,358,000
Food Sales	\$15,473,000
Wholesale Sales	\$35,793,000
Per Family Buying Income	\$3,782

The Daily Eagle and Evening Tribune are the only dailies devoted exclusively to the GREAT Lawrence market. Read in 95 out of every 100 Greater Lawrence homes. ABC over 35,000.

The EAGLE-TRIBUNE

LAWRENCE, MASSACHUSETTS

(CAPITAL OF WOOLEN WORSTED TEXTILE INDUSTRY IN AMERICA)

WARD-GRIFFITH CO., INC. - NATIONAL REPRESENTATIVES



JOHN S. de RUSSY, on the spot sales staff since 1944, has been named spot sales manager of the National Broadcasting Company.

SALES MANAGEMENT

Whodunit?



A woman entered a grocery store and bought a can of soup. Did a woman select that brand of soup?

A man went into an automobile dealer's and bought a four-door sedan. Did a man select that make of car?

No. And no.

You see, the woman's *husband* suggested that she buy the soup. And the woman's twelve-year-old son said, "Me, too." ($\frac{2}{3}$ male and $\frac{1}{3}$ female picked out that can of soup.)

And the man's *wife* helped him decide to buy the sedan—abetted by her sixteen-year-old daughter. ($\frac{2}{3}$ female and $\frac{1}{3}$ male selected that particular sedan.)

Customers for most products are of two sexes, most ages, all occupations and, in the main, live in small groups known as families. One member of the group may *buy* a certain product. But the other members have a lot to do with the selection.

Which brings us to the family magazine. The Saturday Evening Post is a highly regarded member of the family. Its advertising pages are seen, read and believed by dad, mother, son, and daughter.

The above is a pretty powerful group. They are the leaders in every community. They depend on the Post as their buying guide. That explains why invariably the most successful products (from soups to sedans) are those that have been advertised consistently in The Saturday Evening Post.

People like to read ads in the Post—

far more than in any other magazine

THE SATURDAY EVENING
POST

HIGH SPOT CITIES

Retail Sales and Services Forecast for July, 1947

Despite gloomy predictions and incipient buyers' strikes, the dollar volume of Retail Sales continues to go ahead, with the Nation's total having an index figure of 240.0, meaning an increase of 140% over the comparable 1939 month.

As has been true for some time, cities in the far West continue pretty much to monopolize the list of 15 leaders. For July the 15 leaders in the city index are estimated as follows: San Diego, Calif., 404.0; Fresno, Calif., 403.2; San Jose, Calif., 400.0; Tucson, Ariz., 381.0; Wichita, Kan., 370.5; San Bernardino, Calif., 365.0; Topeka, Kan., 357.2; Miami, Fla., 351.6; Phoenix, Ariz., 350.1; Oakland, Calif., 349.8; Pasadena, Calif., 337.2; Long Beach, Calif., 328.3; Berkeley, Calif., 326.5; Ogden, Utah, 324.4; Albuquerque, N. Mex., 323.7.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debts are not available. These bank debts reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All

figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for July, 1947)

City	City Index	Nat'l Index	\$ Millions
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UNITED STATES

	240.0	100.0	9,580.00
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Alabama

★ Birmingham	282.6	117.8	26.00
★ Mobile	267.5	111.5	8.35
★ Montgomery	256.0	106.7	7.00

(Continued on page 104)

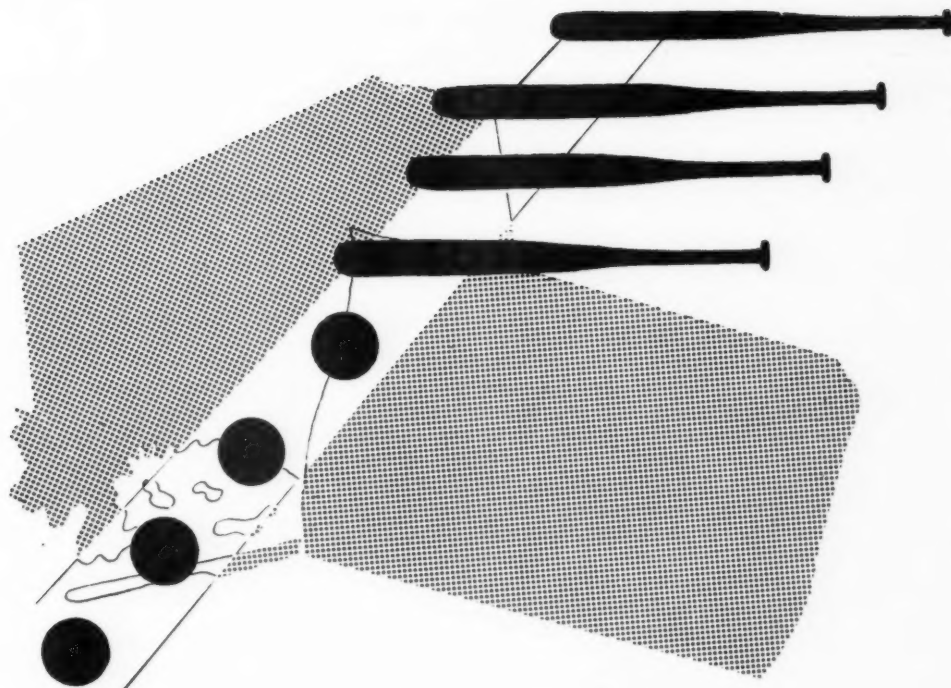
SALES MANAGEMENT

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



they go together

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In July, fourteenth consecutive month in the lead, retail sales forecast was 170.6% above July 1939. 12.8% above national average. Dollar volume for July \$25,360,000.

You can't have the great American Pastime without a ball and a bat. It's as simple, and final, as that. So, too, Hempstead Town retailers will tell you that you can't pile up big sales scores in New York's 4th Market and No. 1 High-Spot City without the Review-Star. That's why these retailers place more retail accounts and use more retail lineage, more department store lineage, in the Review-Star than in any other local paper. It's results that count, and Hempstead Town and the Review-Star go together for results.



Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles
Detroit • Cincinnati • Kansas City • Atlanta

JULY 1, 1947

LOOK! BETHLEHEM
AND ALLENTOWN FORM
ONE MARKET.

YES... IT'S THE
THIRD LARGEST IN
PENNSYLVANIA.

AND THE
BETHLEHEM GLOBE-TIMES
HAS THE **LARGEST**
EVENING CIRCULATION
IN THIS MARKET!

So what? So you can't sell
Pennsylvania's third largest mar-
ket without The Globe-Times.
It assures 100% coverage of
Bethlehem . . . and no other
newspaper covers this city.

THE BETHLEHEM PA. GLOBE-TIMES
Represented nationally by DeLisser, Inc.

WESTERN NORTH CAROLINA

"A State Within A State"

GROSS BUYING INCOME
\$302,709,000

(Sales Management Estimate for 1946)

IN THE 20-COUNTY

ASHEVILLE
MARKET — a market that
SELLS! A market
of 490,013 people whose economic diver-
sification assures year round business vol-
ume! We're ready to answer any ques-
tions. Better still, we're ready to start
that **SELLING** campaign for you!

For Market Data, Address
ROY PHILIPS
Advertising Director
Representatives
THE KATZ AGENCY

ASHEVILLE
CITIZEN + TIMES
Mornings Evenings
CITIZEN-TIMES Sunday

HIGH SPOT CITIES

(Continued from page 102)

RETAIL SALES AND SERVICES
(SM Forecast for July, 1947)

City	City	\$
Index	Index	Millions

Arizona

☆ Tucson	381.0	158.8	7.50
☆ Phoenix	350.1	145.9	15.92

Arkansas

☆ Fort Smith	270.2	112.6	2.10
☆ Little Rock	235.5	98.1	9.25

California

☆ San Diego	404.0	168.3	36.75
☆ Fresno	403.2	168.0	21.22
☆ San Jose	400.0	166.7	16.55
☆ San Bernardino	365.0	152.1	9.33
☆ Oakland	349.8	145.8	59.50
☆ Pasadena	337.2	140.5	17.65
☆ Long Beach	328.3	136.8	27.24
☆ Berkeley	326.5	136.0	9.26
☆ Los Angeles	300.0	125.0	215.00
☆ Stockton	298.2	124.3	10.50
☆ Santa Barbara	250.0	104.2	5.70
☆ Sacramento	245.7	102.4	18.35
☆ San Francisco	231.8	96.6	92.00

Colorado

☆ Denver	257.6	107.3	41.31
☆ Colorado Springs	250.3	104.3	4.90
☆ Pueblo	237.2	98.8	4.69

Connecticut

☆ Stamford	260.4	108.5	7.15
☆ Hartford	241.3	100.5	22.75
☆ Bridgeport	240.1	100.0	15.20
☆ New Haven	230.2	95.9	17.47
☆ Waterbury	222.5	92.7	8.54

Delaware

Wilmington	229.6	95.7	14.65
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District of Columbia

Washington	230.4	96.0	81.29
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Florida

☆ Miami	351.6	146.5	30.15
☆ Tampa	300.5	125.2	12.35
☆ Jacksonville	268.3	111.8	17.50
☆ St. Petersburg	268.3	111.8	7.44

Georgia

☆ Columbus	309.1	128.8	6.50
☆ Macon	298.9	124.5	5.95
☆ Atlanta	295.0	122.9	41.88
☆ Albany	270.5	112.7	2.63
☆ Savannah	258.4	107.7	8.31
☆ Augusta	245.6	102.3	5.20

Hawaii

☆ Honolulu	312.3	130.1	40.00
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Idaho

☆ Boise	285.4	118.9	4.75
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Illinois

☆ Rockford	287.2	119.7	10.64
☆ Peoria	254.1	105.9	13.77
☆ East St. Louis	237.2	98.8	6.00
☆ Chicago	230.5	96.0	330.00
☆ Moline-Rock Island-			
☆ E. Moline	221.0	92.1	9.50
☆ Springfield	219.3	91.4	8.53

RETAIL SALES AND SERVICES
(SM Forecast for July, 1947)

City	City	\$
Index	Index	Millions

Indiana

☆ South Bend	312.2	130.1	14.00
☆ Fort Wayne	290.3	121.0	14.50
☆ Gary	272.5	113.5	11.15
☆ Evansville	260.4	108.5	12.25
☆ Indianapolis	246.6	102.8	43.00
☆ Terre Haute	225.0	93.8	7.05

Iowa

☆ Sioux City	300.4	125.2	10.50
☆ Des Moines	242.2	100.9	18.02
☆ Cedar Rapids	240.6	100.3	7.05
☆ Davenport	235.3	98.0	7.15

Kansas

☆ Wichita	370.5	154.4	17.68
☆ Topeka	357.2	148.8	10.45
☆ Kansas City	285.8	119.1	9.00

Kentucky

☆ Lexington	256.1	106.7	7.85
☆ Louisville	250.6	104.4	31.00

Louisiana

☆ New Orleans	247.8	103.3	40.80
☆ Shreveport	240.5	100.2	11.15

Maine

☆ Bangor	245.7	102.4	4.75
☆ Lewiston-			
☆ Auburn	240.6	100.3	5.00
☆ Portland	212.0	88.3	9.02

Maryland

☆ Baltimore	243.5	101.5	87.80
☆ Cumberland	235.8	98.3	4.72

Massachusetts

☆ Holyoke	275.2	114.7	6.95
☆ New Bedford	247.6	103.2	9.00
☆ Fall River	236.4	98.5	7.57
☆ Worcester	218.0	90.8	18.50
☆ Springfield	217.5	90.6	46.35
☆ Lowell	206.0	85.8	7.50
☆ Boston	195.3	81.4	87.33

Michigan

☆ Lansing	272.4	113.5	11.65
☆ Jackson	260.2	108.4	6.41
☆ Battle Creek	255.6	106.5	5.72
☆ Flint	253.5	105.6	16.83
☆ Grand Rapids	252.8	105.3	18.50
☆ Detroit	250.7	104.5	158.75
☆ Kalamazoo	245.3	102.2	7.90
☆ Saginaw	227.1	94.6	6.65
☆ Bay City	225.0	93.8	4.71
☆ Muskegon	200.4	83.5	4.50

Minnesota

☆ Minneapolis	238.8	99.5	60.00
☆ St. Paul	230.5	96.0	34.57
☆ Duluth	213.2	88.8	9.75

Mississippi

☆ Jackson	301.5	125.6	7.63
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Missouri

☆ St. Joseph	250.1	104.2	6.25
☆ Kansas City	245.0	102.1	48.50
☆ Springfield	240.5	100.2	7.35
☆ St. Louis	195.4	81.4	65.00

Montana

☆ Billings	250.4	104.3	3.95
☆ Great Falls	247.8	103.3	4.50

Nebraska

☆ Omaha	255.8	106.6	25.00
☆ Lincoln	217.7	90.7	8.30

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for July, 1947)

City
City Nat'l \$
Index Index Millions

Nevada

☆ Reno 300.5 125.2 6.35

New Hampshire

Manchester 225.2 93.8 6.50

New Jersey

☆ Paterson 274.2 114.3 17.75
☆ Passaic 260.0 108.3 8.12
☆ Newark 250.5 104.4 55.05
☆ Elizabeth 250.0 104.2 10.50
Camden 217.6 90.7 10.75
Trenton 188.4 78.5 13.25
Jersey City-
Hoboken 180.3 75.1 18.15

New Mexico

☆ Albuquerque 323.7 134.9 6.53

New York

☆ Hempstead
Township 270.6 112.8 25.36
☆ Binghamton 245.0 102.1 9.00
☆ Niagara Falls 244.1 101.7 7.20
Schenectady 234.0 97.5 9.27
Troy 230.2 95.9 7.00
Jamestown 220.8 92.0 4.04
Rochester 218.3 91.0 35.00
Syracuse 213.0 88.8 20.85
Elmira 209.2 87.2 5.05
Albany 205.5 85.6 15.00
Buffalo 200.7 83.6 45.33
New York 195.5 81.5 665.00
Utica 185.1 77.1 7.95

North Carolina

☆ Durham 285.0 118.8 6.65
☆ Winston-Salem 280.5 116.9 6.80
☆ Asheville 278.1 115.9 6.15
☆ Charlotte 270.8 112.8 12.10
☆ Greensboro 268.3 111.8 6.77
Raleigh 200.6 83.6 4.55

North Dakota

☆ Grand Forks 295.2 123.0 3.50
☆ Fargo 250.0 104.2 3.95

Ohio

☆ Akron 300.0 125.0 30.65
☆ Warren 270.3 112.6 5.00
☆ Dayton 265.2 110.5 26.75
☆ Toledo 247.4 103.1 30.00
Cleveland 238.6 99.4 95.11
Canton 237.0 98.8 11.65
Zanesville 231.8 96.6 4.25
Cincinnati 221.5 92.3 48.77
Youngstown 220.3 91.8 15.50
Columbus 220.1 91.7 31.70
Springfield 212.6 88.6 5.50
Steubenville 185.0 77.1 4.11

Oklahoma

Muskogee 235.0 97.9 2.80
Tulsa 230.2 95.9 14.07
Oklahoma City 225.0 93.8 19.23

Oregon

☆ Salem 290.4 121.0 6.27
☆ Portland 280.2 116.8 48.50

Pennsylvania

☆ Chester 265.8 110.8 6.75
☆ York 260.1 108.4 7.00
☆ Erie 242.5 101.0 11.35
Allentown 233.6 97.3 10.50
Wilkes-Barre 231.5 96.5 8.55
Lancaster 230.4 96.0 7.28
Pittsburgh 230.0 95.8 70.00
Johnstown 229.3 95.5 7.35

RETAIL SALES AND SERVICES
(SM Forecast for July, 1947)

City
City Nat'l \$
Index Index Millions

Pennsylvania (Cont'd)

Altoona 225.1 93.8 6.88
Bethlehem 220.5 91.9 5.92
Harrisburg 215.7 89.9 10.10
Philadelphia 213.0 88.8 155.00
Williamsport 212.4 88.5 4.40
Reading 200.9 83.7 9.60
Scranton 200.1 83.4 10.73

Rhode Island

Providence 232.4 96.8 27.35
Woonsocket 230.2 95.9 3.81

South Carolina

☆ Spartanburg 307.3 128.0 5.43
☆ Greenville 295.2 123.0 6.75
☆ Charleston 275.5 114.8 7.85
☆ Columbia 250.1 104.2 7.65

South Dakota

☆ Aberdeen 300.5 125.2 2.25
☆ Sioux Falls 280.2 116.8 6.00

Tennessee

☆ Knoxville 290.4 121.0 15.00
☆ Memphis 267.3 111.4 33.50
☆ Nashville 250.7 104.5 18.65
☆ Chattanooga 241.6 100.7 12.10

Texas

☆ Fort Worth 292.2 121.8 25.00
☆ El Paso 288.3 120.1 9.85
☆ Houston 283.2 118.0 50.00
☆ Dallas 281.7 117.4 45.15
☆ San Antonio 280.8 117.0 25.70
☆ Waco 276.5 115.2 6.05
☆ Amarillo 270.1 112.5 6.75
☆ Beaumont 266.4 111.0 6.90
☆ Corpus Christi 255.0 106.3 8.00
☆ Wichita Falls 250.7 104.5 5.66
☆ Austin 246.3 102.6 9.83
☆ Galveston 216.5 90.2 5.50

Utah

☆ Ogden 324.4 135.2 5.90
☆ Salt Lake City 270.5 112.7 16.65

Vermont

Burlington 225.0 93.8 4.00

Virginia

☆ Portsmouth 305.5 127.3 4.45
☆ Norfolk 271.6 113.2 16.00
☆ Richmond 245.0 102.1 26.20
☆ Newport News 241.3 100.5 4.57
☆ Roanoke 240.1 100.0 8.12
☆ Lynchburg 222.6 92.8 4.00

Washington

☆ Tacoma 300.2 125.1 15.35
☆ Seattle 270.0 112.5 54.70
☆ Spokane 255.5 106.5 13.50

West Virginia

☆ Huntington 240.2 100.1 7.20
Charleston 220.5 91.9 9.00
Wheeling 200.7 83.6 5.90

Wisconsin

☆ Madison 265.8 110.8 10.30
☆ Milwaukee 260.3 108.5 70.00
☆ Green Bay 255.7 106.5 6.25
☆ Sheboygan 249.0 103.8 4.18
La Crosse 236.4 98.5 4.30
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☆ Cheyenne 250.0 104.2 3.00

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JULY 1, 1947

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"Your Name Please," second chapter of "WHERE DO YOU GO FROM NO?" the new book (in production) by Leon Epstein, is a stimulating analysis of bad work habits which put the chill between salesmen and prospects. A FREE COPY available in booklet form to executives writing on company stationery. 25c to others. Sales Research Institute, 103 Park Ave., N. Y. C.

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Books for Marketing Men

Secrets of Closing Sales by Charles B. Roth. Revised edition. Published by Prentice-Hall, Inc., New York City. Price \$3.50.

What's the difference between a salesman and a conversationalist? One can close a sale; the other can't. No matter how personable a man may be and how convincingly he tells his story, "as long as he cannot make up his customers' minds for them; as long as he cannot direct their thoughts into proper channels, overcome their fears and their tendency to procrastinate," in the author's view, "he isn't a salesman at all."

Not that Mr. Roth gives any cut-and-dried slogans to assure closing success. He avoids admirably the pitfalls of supposing that any one technique is a sure-fire sales builder or of emphasizing the close at the expense of preliminaries. "The first essential to successful closing," he writes, "is to see that you have a closing foundation under the sale. And 'closing foundation' merely means seeing that the customer *understands* precisely and clearly what you are saying, because understanding is the first secret of closing more sales." Then, too, the attitude the salesman wears throughout the sale is "even more important than his knowledge of how to close . . . It is the attitude that he cannot fail—the positive expectation of success."

These factors, and many others, though excellently treated, act only as a ground for the crux of the book: the exposition of seven distinct closing methods, when and how to use them.

Like his previous book, *Finding the Prospect and Getting the Interview*, *Secrets* is not for the rookie. And like most concentrated prescriptions, it is not ideally suited to self-medication. But administered under the guidance of a seasoned sales manager who knows how to adapt its valuable lessons to his own field, Mr. Roth's *Secrets* should provide the gist of many a lively sales meeting.

Mass Persuasion: The Social Psychology of a War Bond Drive by Robert K. Merton. Published by Harper & Bros., New York City. Price \$2.50.

One fall night in 1938 listeners to a routine radio drama were suddenly united by the fear of invasion — from Mars. During an 18-hour span on September 21, 1943, Kate Smith appeared every 15 minutes over CBS in a series of one-minute appeals for War Bond pledges. By two o'clock the next morning—the end of the marathon—she had appeared 65 times and chalked up sales of 39 million dollars! And this in one of the few fields where competition was still keen and practically everybody and his wife was eager to sell bonds and break a quota.

What did Kate Smith have that thousands of Minute Men bond salesmen, post offices, schools, local communities, movie stars, clubs, and other radio pleaders lacked? What forces spurred listen-

ers all over the country to such united action as they had been moved to flee their homes by Orson Welles some five years before? What are the components of the magic formula whose response-getting appeal outdoes most advertisers' palmist hopes?

To answer these questions Robert Merton sent a staff of expert interviewers into the homes of 75 New York City listeners who had bought bonds for Smith and 25 who had not, for interviews lasting from three to four hours. What he discovered about tailoring copy, the power of personality with its pull of seeming sincerity and altruism, and the mass desire to get on the bandwagon should be known by every persuader of people.

Overseas Marketing Survey. Published by Business Publications, Ltd., London. Available from Effingham Publishing Co., Inc., 2 East 45 Street, New York City. Price \$10.00.

Between the decision to sell in foreign markets and the actual sale there's many a canyon that needs skilled crossing. Will your product be acceptable to the market you wish to reach? If not, will slight change in package or form make it acceptable? What sort of competition exists, either native or foreign? Is climate an influence? In which seasons is buying heaviest? Is purchasing power diversified, concentrated, or too low to buy your product in quantity? Is the market mainly conscious of quality or price? How about advertising? Will aggressive copy be an asset?

Here in one volume all these questions are answered for 41 countries, including our own. Each nation's regulations as to packaging, labeling, tariffs, trade-marks, as well as its wage level, population, and buying habits are clearly given, and the result shows us why Britain, in proportion to its size, is the world's greatest exporter. American firms could do worse than cash in on this study.

Mathilde Zwilling

WANTED

Sales Promotion Manager. Old established corporation located in mid-west has opening for a sales promotion manager, preferably one with food handling and refrigeration equipment experience. Individual must have experience and be able to conduct sales training course to small groups of six to twelve, to speak in front of association meetings, to coordinate advertising and sales programs, to prepare sales promotion material. Salary to start six to seven thousand with excellent opportunity for future. Please give complete detailed history of education, positions held, and experience. Also when available. Personal interview can be granted either in New York City or Chicago. Box 2454, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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WANTED: Sales Manager for long-established, reputable direct-mail house located in pleasantly small Southern city. Prefer man in early thirties, congenial and well-balanced, with positive background in direct-mail advertising, including creative copy-writing, recruiting and sales promotion. Man may now be assistant with some other successful direct-mail house but looking for opportunity to move into a more promising future. Write fully, giving accurate detailed record of present activities, record of past ten years employment, specific salary expectations, and five references. Enclose snapshot. Attach samples of work, which will be returned. Give all information in first letter. Box 2452, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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COMMENT

ARE THE PEOPLE SCARED? NO!

Are you afraid of a depression next month . . . next Fall . . . next year?

Whatever you think about it, on *what* do you base your judgment? On the "dope sheets" . . . Wall Street flutters . . . the conflicting clamor of economists . . . the fact that buyers are not stocking for inventory . . . on the sober-looking business charts?

But have you **talked with the people?**

A standard American axiom is that the biggest single factor in the state of our economic health is *what THE PEOPLE think*. If they're scared; that's bad. If they're not; that's good.

Well, countrywide they are not scared.

We have been talking with them during a two-months trip . . . in New York State, Washington, D. C., across the Deep South, Texas, California, Colorado, Wyoming, Nebraska, even a few folks in Chicago.

We talked with them in big cities, in little towns and on the road. They included 15 bankers, 30 presidents and chairmen of companies in all industries, more than 100 sales executives. More important, they also included railroad trainmen and enginemen, house painters on the job, store clerks, housewives who kick about prices, iron workers, sugar mill hands, California publicity hounds, irrigation bosses, bakers, building craftsmen, bus drivers, farmers, oil men, publishers, feed store owners, and some more—not forgetting a Texan who raises 5200 species of cacti for the 5-and-10's and ye gift shoppes.

Remember, this potpourri of big and little people comprised those who always read Kiplinger and the Wall Street Journal and those who never read either and don't give a damn, but who run their affairs according to what they see right around them.

In this cross-section of half of America, what are people saying in their casual conversation? Listen:

The banks are full of people's money, but it's shaking down into the hands of those who know how to manage it. Nevertheless, nearly everyone has more money than he had before the war. They are not throwing it around. They're spending with discretion. They want and need a lot of things they haven't bought yet. Prices are just too high on many things. Folks will wait awhile. Those prices are surely going to come down soon. Hardly anybody is mad at BIG BUSINESS for this. It's the high cost of labor, the high taxes that Congress ought to reduce, the shortages of materials—shortages hard to understand; but then, we're still coming out of the war and we're shipping so much to help those poor, suffering people in Europe. Maybe that explains it. But gosh! Somebody ought to get more houses built!

Business is pretty good. Look at the stores! They're just *full* of folks trying to buy. That's true everywhere. Farmers' autos pack the streets in small towns *every* day instead of just on Saturday. This cancellation of factory orders from stores is only temporary. Stores are just unloading a lot of wartime goods for awhile. Look at

the plants producing heavy stuff! They're taking *on* men in most cities, not laying them off. Railroad freight trains looked a trifle short last Spring; but they look longer now. And they're certainly longer than they were before the war. That's a good sign.

Depression? How could we have a depression when people want to buy so much stuff? And how could we have a depression *for a long time to come* so long as this country is the great supplier to all the rest of the world? Oh, we can stand a *recession*. In fact maybe we're in one now. But what of it? Business is pretty good. It looks as though it will stay that way. Why, (heh! heh!) did you hear about that Washington astrologer who, in 1936, prophesied the War, but who now says this country is going to have 80 years of good times? That *could* be right. The nation's big brains have planned better *this* time. Maybe that's why we're not hitting any terrible snags.

But we've got to build more houses and get the prices down so a man can buy one without hocking his shirt. They're certainly needed. And we'll do it before long. In this country we always find ways to do things that look as tough as that one. When we do, just think what *that* will do for business!

Oh yes, there are a lot of demands for higher wages. Some of them maybe ought to be granted. No sense in everybody getting flighty about *that*. But a lot of this "featherbedding" you hear about has got to stop. And a lot of these \$25-a-week people who got into the habit of collecting \$135 every week during the war will have to come down a few pegs.

Some of these radical labor leaders are getting into trouble. Maybe they're Communists or maybe not. But they're hearing from the rank and file. Men want to work. They know the war is over. They don't get as much at the wicket as they used to. They want to buy things, so they want to work. You'll see fewer strikes from now on. (A pre-labor bill opinion—Ed.)

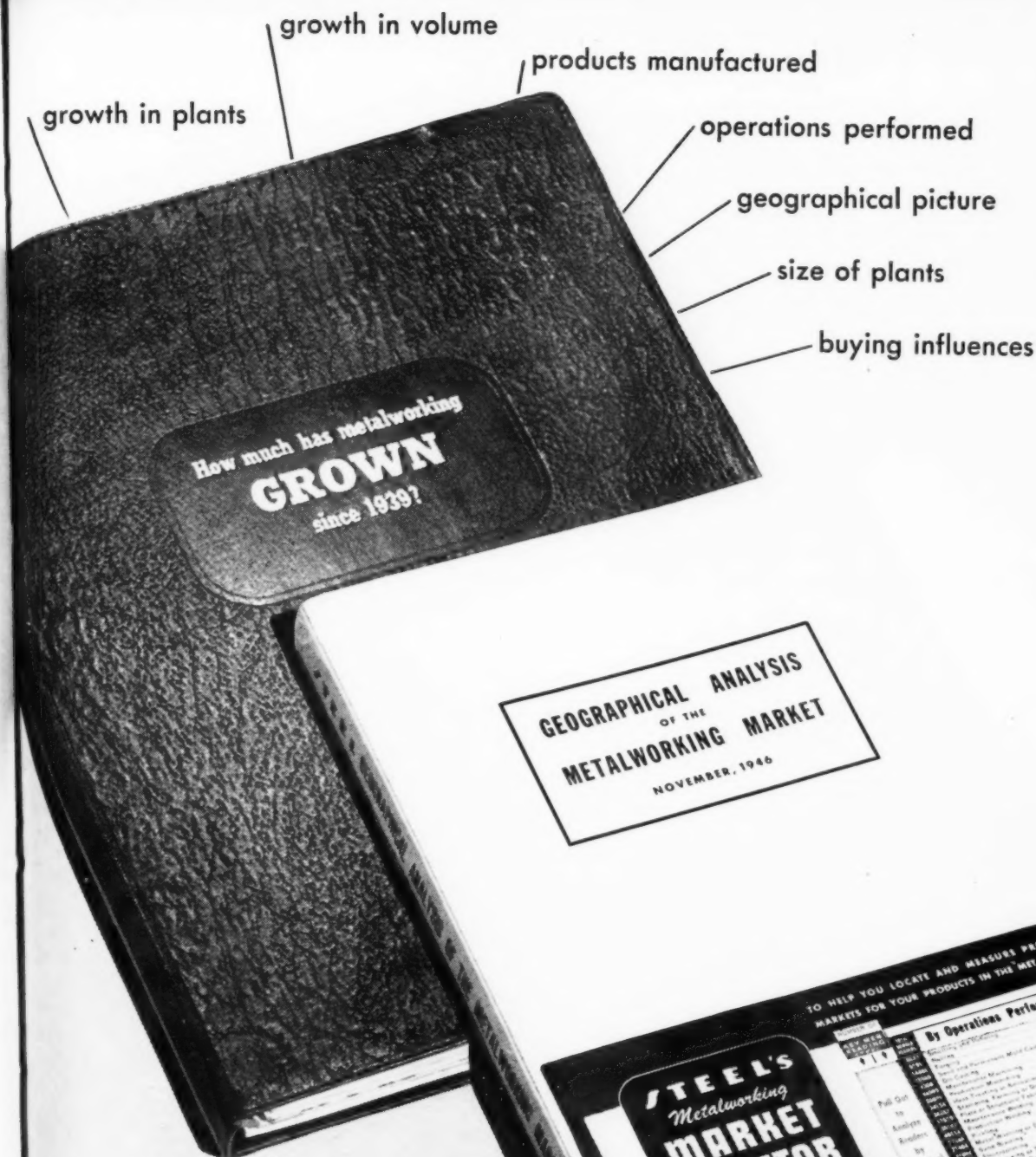
War with Russia? It looks bad right now. But surely Russia is not in any shape to fight a big war. It knows we don't want a war either. So Russia is doing a lot of bluffing while it sticks burrs under our tail. But if Joe Stalin's boys have really learned how to make atom bombs . . . or *when* they do . . . then watch out! This country ought to hang onto our bomb secret—if we still have it to ourselves—and keep strong. Let's have at least a million men in training all the time.

President Truman? He's a hard worker all right. And he's learned not to make so many mistakes. You don't hear those comic cracks about his dumbness any more. However it looks as though he can't win in 1948 . . . if the G.O.P. can build up a good man. But who?

Depression? It's just not in the cards.

Well, that's what *the people* are thinking in the highways and byways, most of them without benefit of solemn business barometers. They are your customers.

Are *you* afraid? Let's unsell those who are trying to talk us into a depression!



**GEOGRAPHICAL ANALYSIS
OF THE
METALWORKING MARKET**
NOVEMBER, 1946



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